

Workstream:

Employee Engagement Survey

Employee Engagement Survey

The employee engagement survey is designed to answer three questions:

- (1) How engaged or unengaged are your employees, and are they engaged in the ways that matter most relative to performance and retention?
- (2) How does employee engagement vary throughout your workforce? Are some employees more engaged than others?
- (3) How do your employees compare with employees in other organizations relative to engagement and retention?

Answers to these questions provide critical inputs to the successful management of the human capital resource.

Employee engagement involves more than some touchy-feely interest. Employee engagement impacts business outcomes. Engagement can increase employee performance by 20 percentile points and reduce attrition by as much as 87%. Since productivity and retention impact the cost of doing business in a dollars and cents way, every organization should concern itself with employee engagement in the workplace.

The Corporate Leadership Council defines employee engagement as “the extent to which employees commit to something or someone in their organization, how hard employees work, and how long they stay as a result of that commitment.” There are two primary types of commitment.

Emotional Commitment

Emotional commitment is the extent to which employees derive pride, enjoyment, inspiration, or meaning from something or someone in the organization. A battery of questions is designed to tap into these attitudes. Furthermore, each question is designed to measure emotional commitment to one of the four commitment focal points. For example, the question “I enjoy working with my team” is repeated across each of the focal points as “I enjoy working on my day-to-day tasks and assignments,” “I enjoy working with my supervisor,” and “I enjoy working for my organization.”

Rational Commitment

Rational commitment is the extent to which respondents feel that someone or something within their organizations provides financial, developmental, or professional rewards that serve their best interests. Again, a battery of questions is posed that measure how strongly each of the focal points is able to satisfy these employee’ needs.

Employee’ commitment is important to the organization in two primary ways.

Discretionary Effort

Discretionary effort is an employee’s willingness to expend effort beyond typical expectations. Examples of such behavior include helping others with heavy workloads, willingness to invest additional time and effort to accomplish a task, or constantly looking for ways to do one’s job more effectively.

Intent to stay is the extent to which employees are either actively looking for another position or passively considering other opportunities, both of which will likely lead to future attrition. Intent to stay is measured by asking employees about how frequently they think of quitting their jobs or whether not they are taking steps to leave the organization.

MEASURING EMPLOYEE ENGAGEMENT

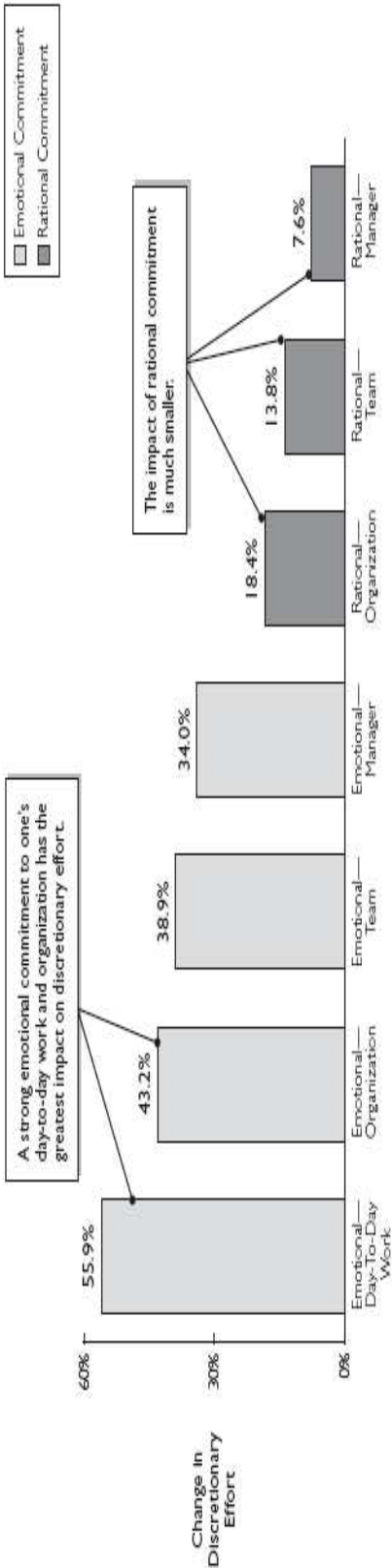
Sample Emotional Commitment Questions	Sample Rational Commitment Questions*	Sample Discretionary Effort Questions	Sample Intent to Stay Questions
<ul style="list-style-type: none"> I believe in what I do every day at work <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree I enjoy working with my team <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree When speaking to others, I speak highly of my supervisor <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree I am proud to work for my organization <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree 	<ul style="list-style-type: none"> The best way for me to develop my skills in my organization right now is to stay with my current team <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree The best way for me to advance in this organization is to stay with my current supervisor <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree The best way for me to advance my career is to stay with my current organization <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree My performance would suffer if I worked with any other team in my organization <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree 	<ul style="list-style-type: none"> I frequently try to help others who have heavy workloads <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree There are days when I don't put much effort into my job <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree I am constantly looking for ways to do my job better <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree When needed, I am willing to put in the extra effort to get a job done <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree 	<ul style="list-style-type: none"> I intend to look for a new job with another organization within the next year <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree I frequently think about quitting my job and leaving this organization <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree I am actively looking for a job with another organization <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree I have recently made phone calls or sent out my résumé in order to find a job with another organization <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Strongly Disagree Strongly Agree

Source: Corporate Leadership Council 2004 Employee Engagement Framework and Survey; Corporate Leadership Council research.

2

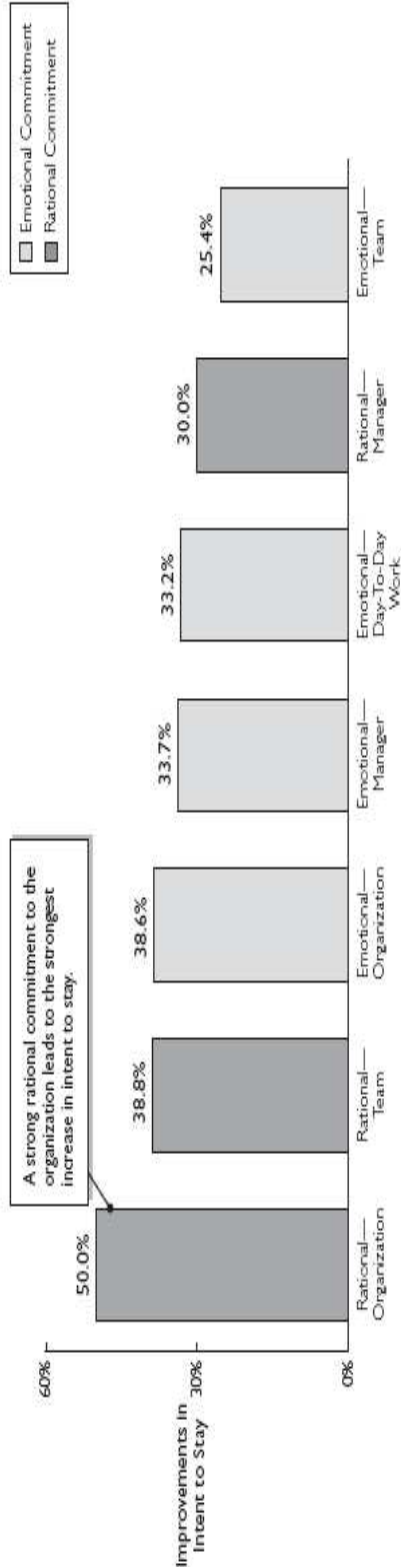
EMOTIONAL COMMITMENT DRIVES EFFORT

Maximum Impact of Commitment Type on Discretionary Effort*



RATIONAL COMMITMENT DRIVES INTENT TO STAY

Maximum Impact of Commitment Type on Intent to Stay*



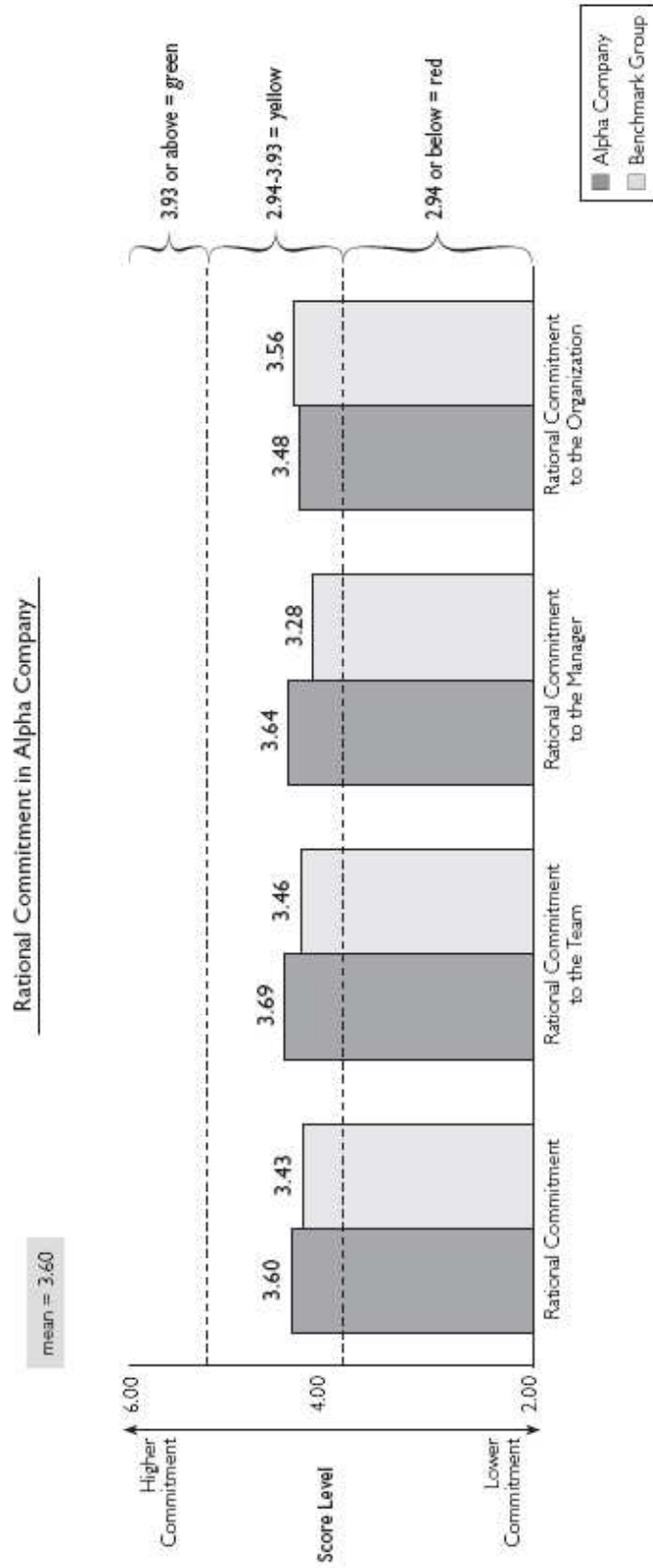
An example of how survey results are reported to show the level of rational commitment follows:

RATIONAL COMMITMENT IN ALPHA COMPANY

The chart below presents Alpha Company's overall scores for rational commitment overall as well as scores for rational commitment to the team, manager, and organization.

Key Findings:

- Overall, Alpha Company scores a 3.60 on a 6-point scale.
- Alpha Company employees are most rationally committed to the team where the score is 3.69.
- Alpha Company employees are least committed in the area of organization with a score of 3.48.
- Relative to the benchmark, Alpha Company employees score best in the rational commitment to the manager, scoring .36 points better than the benchmark.
- Alpha Company's biggest gap from the benchmark is rational commitment to the organization, lagging behind the benchmark by .08 points.



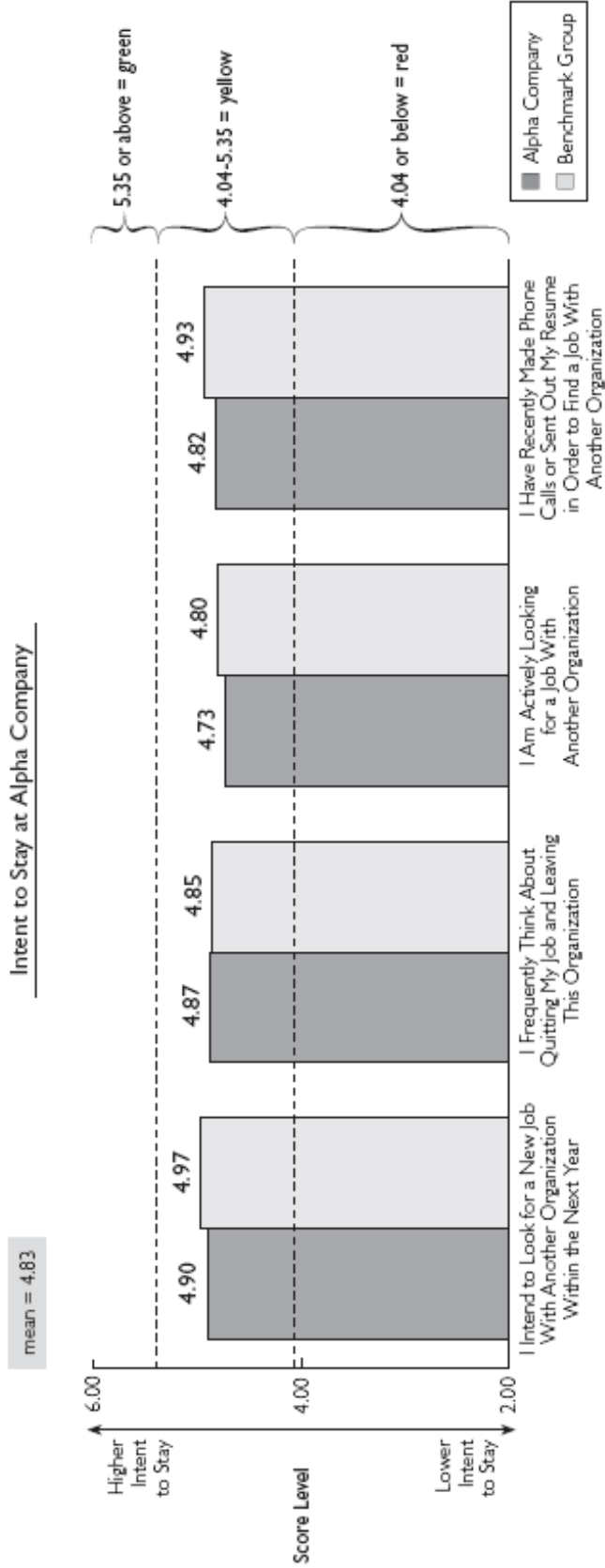
An example of how the Intent to Stay follows:

INTENT TO STAY IN ALPHA COMPANY

This page presents Alpha Company's company scores for intent to stay. Please note that higher scores in this section mean that employees are *disagreeing* with these statements, which is the preferred outcome.

Key Findings:

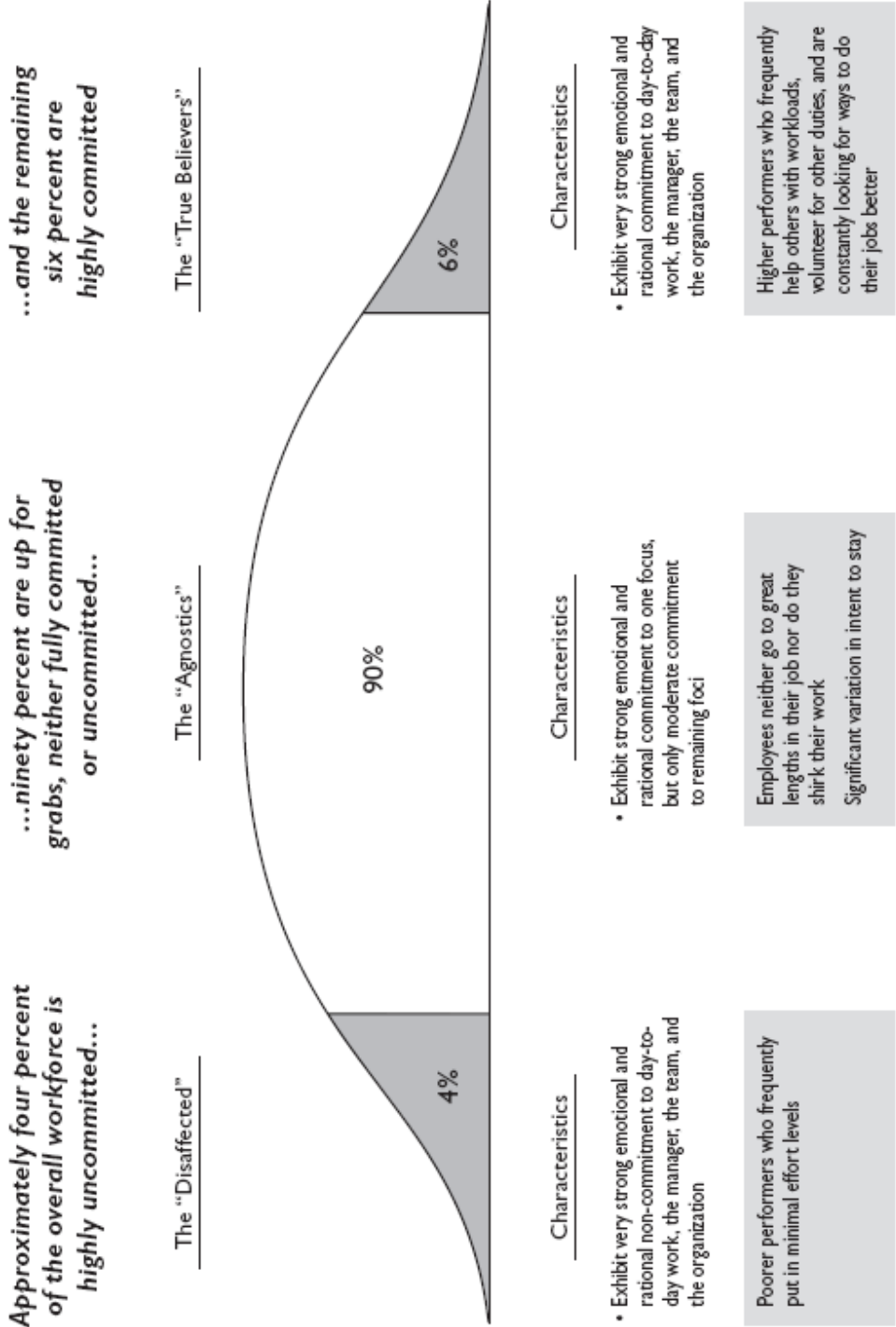
- Overall, Alpha Company scores a 4.83 on a 6-point scale, which is above the Council's benchmark of 4.7.
- Alpha Company scores highest on the question, "I intend to look for a new job with another organization within the next year."
- Alpha Company scores lowest on the question, "I am actively looking for a new job with another organization."



An example of summary results follows in the chart that follows:

Summary Information

DISTRIBUTION OF OVERALL COMMITMENT ALPHA COMPANY



Terms of Engagement

Employee engagement is becoming top of mind for CEOs and boards at the nation's largest companies, but just what it is -- and how best to measure it has many HR executives scratching their heads.

By Scott Flander

For an HR executive, getting a handle on employee engagement can be like trying to catch a greased pig at a country fair. Just when you think you've got it, it slides right out of your hands.

Despite a burgeoning industry devoted to measuring engagement, there's no established definition of what it actually means. And among consulting firms, business groups, academics and other experts, there's widespread disagreement over nearly everything else about engagement: whether it's really a new concept, how it should be measured, whether it can be tied to the bottom line -- even whether employee engagement surveys, in the end, are truly valuable.

Everyone, it seems, takes a different approach, though no one knows for sure which one is best.

"When you do a search on the Internet of employee engagement, you get 2 million hits, but there's only a handful of articles in the academic literature," says Alan Saks, a University of Toronto professor who studies engagement. "That kind of tells you something."

All this makes it tough for the HR executive to be an informed consumer of employee engagement surveys, says John Gibbons, a senior research adviser for The Conference Board, a New York-based business think tank.

Gibbons, who has been analyzing the various types and brands of engagement surveys, searching for common ground, says that, too often, HR jumps on the employee-engagement bandwagon without looking at it with a critical eye.

"They think, 'engagement good, puppies good,'" he says with a laugh.

But what many HR leaders don't realize, says Gibbons, is that different approaches -- and even different definitions of engagement -- can yield a wide variety of results.

"The definition that a consultant chooses to use," he says, "will determine the kinds of survey tools that it uses and, subsequently, the kinds of engagement solutions it can recommend. It's like the old axiom, 'When all you have is a hammer, everything looks like a nail.'"

HR itself, in its quest to become more strategic, may bear part of the blame.

Employee surveys aren't new -- HR has been measuring employee satisfaction and commitment for years. But many CEOs and boards are now increasingly focused on how the thoughts and behaviors of employees affect the bottom line, notes Patrick Kulesa, the global research director for the employee survey and research arm of Stamford, Conn.-based Towers Perrin.

As a result of this growing interest in the power of people to drive business success, many of America's largest employers are turning to engagement surveys to measure and harness that power. (**See the chart showing this year's Top 100 largest companies**.) At the same time, CEOs and other executives have been pushing HR to justify various employee initiatives -- such as employee training and performance management -- and HR has been clamoring for surveys that will help make its case, Kulesa says.

Numerous consulting firms have stepped forward to fill the brisk demand, and they all tend to do it a little differently, says Gibbons.

"Each one of the vendors," he says, "needs to have a brandable approach to employee engagement that distinguishes them from the competition and gives them a strategic advantage."

Not all companies, however, make the best use of the information they get. Some CEOs claim they want engaged employees, but are really only interested in a survey score to put in their annual reports, and to use to win awards and get on lists of best companies to work for, says Jeffrey Saltzman, a practice leader at Kenexa, the Wayne, Pa.-based talent acquisition and retention firm.

"They say, 'Look at us, we're engaged,' " he says.

It's called "scoreboarding" -- using survey scores or employee-participation rates to justify whatever executives want justified -- including their own salaries.

According to Gibbons, 78 percent of Fortune 100 CEOs are evaluated -- and their pay increases and bonuses are calculated -- through some kind of "people measure," in addition to other factors.

"So what?" he asks. "How do we know these people measures are creating shareholder value?"

That's the concern of Ian V. Ziskin, corporate vice president and chief HR and administrative officer at Northrop Grumman, the giant defense and aerospace contractor. Ziskin's Los Angeles-based company gives engagement surveys to about one-third of its 122,000 employees.

"I've found over time," says Ziskin, "that the single biggest thing to focus on is not the actual scores or the response rates -- that's a means to an end. The end is, *do you really understand what the issues are in your business, and what are the actions you're taking to improve them?*"

Pliable Concept

Years ago, companies measured employee satisfaction, asking workers how much they liked their jobs. Executives had a vague belief that happier employees were good for the company, but there was no real effort made to establish that relationship, says Ray Baumruk, the employee research and engagement practice leader at Hewitt Associates, based in Lincolnshire, Ill.

In the late '80s, companies began asking employees to rate their "organizational commitment" -- essentially, whether they cared enough about their companies to stay.

Employee engagement, and a more scientific approach to connecting survey responses to the bottom line, emerged in the mid-to-late '90s.

Though each firm has its own definition of engagement, the experts interviewed for this story agree that a truly engaged worker will go above and beyond what is expected and, in so doing, will help make the company successful.

Says Baumruk, explaining what's new, "You can have people who are wholly committed, but not engaged in the types of behaviors that businesses need to succeed."

Going above and beyond is the mantra of the employee-engagement movement -- but how do you measure that? How do you know whether an employee is willing to go above and beyond? And of all the employee initiatives that HR has at its disposal, how do you know which ones will encourage an employee to do more than you ask?

Consulting firms generally attack the problem by asking two kinds of questions in their surveys. One type, often referred to as a definition, outcome or measure (there's even disparity over the terminology) determines whether an employee is engaged. For example, an employee will be asked to rate a statement such as, "I am proud to work for my company."

The other type, often called a driver, looks at job conditions that might lead to engagement. Some consulting firms believe that the single most important driver of engagement is the worker's relationship with his or her direct manager.

Baumruk uses a health analogy to describe the difference between the two types of questions: A person's blood pressure and pulse are measures of his or her health, and the person's medical history, exercise patterns and diet are drivers.

When measuring engagement, both types of questions have to be asked. If you only look at definitions, you might learn how engaged your workforce is, but not why. If you only look at drivers, you might find out what leads to engagement, but not whether your employees are actually engaged.

So you ask both kinds of questions, and look for the patterns that emerge. If your survey works, you'll learn what makes a particular group of employees more or less engaged. And you'll get a sense of how various combinations of drivers work in tandem.

If it all sounds pretty scientific, that's exactly what the consulting firms say it is. In fact, Jim Harter is "chief scientist" for workplace management at Washington-based Gallup, the polling and consulting firm that helped pioneer the employee-engagement movement.

Gallup takes a somewhat unusual approach in its surveys. The firm asks 12 basic "driver" questions -- but no definition questions. Harter says there's no need. If an employee gives positive responses to the 12 questions, he or she is engaged. Taken together, he says, the 12 form a definition of engagement.

Harter says the 12 were narrowed down from thousands that were tested, and are effective in measuring engagement because "all have some element of human nature."

For example, employees are asked to rate the statement, "I have the materials and equipment I need to do my work right."

Throughout human evolution, says Harter, "we probably had to have and protect our materials and equipment just to survive. If it's taken away, it stings a lot more." That explains, he says, why a seemingly minor problem in the workplace -- such as a retail employee who doesn't have a stapler to staple receipts together -- might be a serious cause of disengagement.

"All Over the Map"

Given that consulting firms apply this level of scrutiny to engagement, you might think they'd all pretty much agree on what drives it, and how it should be measured. You would be wrong.

A new study by Gibbons and The Conference Board, to be released this spring, does a side-by-side comparison of various surveys used by client companies.

About 2,400 employees from 13 multinational companies in 11 countries were given a kind of mega-survey, with questions based on the approaches of all the major consulting companies.

In sifting through the other surveys, Gibbons was astonished to find 45 "distinctly separate" questions used to define engagement. "It was all over the map," he says. There were also 28 different drivers of engagement, which Gibbons says is also frustrating.

"You're saying that everything and anything can drive my employee engagement," he says, adding, "It is really dependent on which consulting firm you go to for your measuring."

When Gibbons analyzed the results of The Conference Board's combined survey, he concluded that there were four measures of engagement and four drivers that were "universal" from company to company, and from country to country.

The measures: Employees who are engaged say that their jobs are satisfying, interesting and give them a sense of accomplishment, and that they're motivated to contribute more than what's expected.

The drivers: whether the work has variety and is challenging, whether the employee has a good interpersonal relationship with his or her manager, whether the company's values are shared by the employee and whether the employee has career-growth opportunities.

But will those drivers actually lead to a company's business success? That's less clear.

A number of studies have found that high-performing companies tend to have high rates of employee engagement. And, engagement is lower at companies where the operating margin and net profit are dropping.

Critics of employee-engagement surveys, such as Cornell University HR professor Christopher Collins, say such studies are misleading because they don't show which came first -- the engagement or the company's success.

"When a company is performing at a really high level, it gets written up in the press, the employees get excited and it turns into engagement," he says. And if a company is doing poorly -- "like a team in the middle of a 20-game losing streak," he says -- employees become less engaged.

"So what drives what?" he asks.

Says Saks, the University of Toronto professor, "If you measure enough good things and call it what you want, it's going to be related to positive outcomes."

This chicken-or-the-egg debate shows no signs of being settled anytime soon.

Several consulting firms, including Gallup and Towers Perrin-ISR, say they have clear evidence that engagement does boost the bottom line.

Kulesa, of Towers Perrin-ISR, says "it works both ways" -- that while success does breed engagement, engagement also leads to success. And his firm focuses on that second part. "We want to jump in there," he says.

Some companies, such as Richfield, Minn.-based Best Buy, say they're able to track their survey scores to profits. If a store's engagement score increases by a tenth of a point (on a five-point scale), that store's profits will increase \$100,000 for the year, says Joe Kalkman, the company's vice president of human resource capabilities.

Survey critics also say the abundance of engagement definitions and drivers is not a minor matter. With so many different approaches to engagement, companies can never be sure what they're measuring, they can't transfer their knowledge to other companies or industries, and there's no wider body of knowledge that's being built in the corporate and academic worlds.

And then there's the issue of whether employee engagement is really new. Saks notes that many survey questions about engagement are remarkably similar to earlier questions about employee satisfaction and organizational commitment. And he wonders whether consulting firms are simply selling companies "old wine in a new bottle."

"How come we're only discovering employee engagement now?" he asks.

While some consultants insist that engagement is significantly different from commitment, Kenexa's Saltzman acknowledges that the questions "are about 95 percent the same."

"How many times do you buy Colgate or Crest and find 'new and improved' on the box?" he asks. "We're always looking for something better."

Says Saltzman, "I feel in some respects engagement is a marketing tool -- but who cares? If that's what it takes to get organizations to actually view employees as more valuable, I don't care whether you call it engagement, commitment, loyalty or whatever you want to call it."

Proper Administration

Even companies that are serious about their employees -- and engagement -- fall into traps that can undermine the entire engagement process, experts say. For example, companies often falter when they administer surveys without first telling employees why they're being asked the questions in the first place.

"We see a lot of organizations, the day or the week before, tell employees, 'We want you to take a survey' -- but there's no context," says Linda Dulye, president and founder of L.M. Dulye & Co., a consulting firm based in Warwick, N.Y. "You need to say, 'Here's why we need the data, and here's what we're going to do with it.'"

As Tom Royal, a principal at Gallup, puts it, "You need to get their buy-in to the process."

The danger, he says, is that employees won't take the survey, or they will fill it out but not take it seriously.

Equally damaging is when a company doesn't show the survey results to its employees, or only shows the good news. Royal calls that "the biggest mistake a company can make," because it tells employees that they can't be trusted, and their vote doesn't count.

Says Dulye, "If you take a survey, and never hear anything about it, that's what disconnects most employees."

Workers tend to get disillusioned, particularly when the next survey rolls around. "You might have a 92 percent participation rate," she says, "but what if only 30 percent of your data reflects reality?"

That can also happen if the survey results aren't acted upon, says Tom Rath, Gallup's global practice leader for its Workplace and Leadership Consulting group. "If nothing is done, a survey can do more harm than good," he says. Employees wonder, "Why are you asking questions if you're not going to do anything about them?"

Says Northrop Grumman's Ziskin, "If you ask people's thoughts and do nothing with the information, it will be very difficult to get them to answer the next time." And that will be a problem not just during surveys, but whenever managers ask employees what they think. "Eventually," he says, "they'll stop telling you."

Ziskin offers this advice for HR leaders who are considering using employee engagement surveys: "Don't even start unless you are committed to following up on the results."

That includes focusing on the low scores, not just the high ones, and developing an action plan, he says.

"The single thing that's important here is not the score," says Ziskin "It's the truth."

Rich Baird, global managing partner of people at PricewaterhouseCoopers, says it's essential that companies ask tough questions in their surveys -- even if that means lower scores.

The New York-based professional services firm, which works with Kenexa, surveys all 147,000 of its employees. And it doesn't simply ask whether workers are motivated to give their best to the company, says Baird, who is the chief HR officer. Instead,

the survey question asks whether workers will give their best every day. That gets a far more honest assessment of employee attitudes, he says.

Baird urges corporate leaders not to give in to fears of poor survey scores. Questions must be "appropriately aggressive," he says. "You can't be afraid to have your people tell you what they really think."

Just as each consultant has its own approach to engagement, each company will look at its survey scores in a unique way.

At agribusiness giant Cargill, for example, an engagement survey can reveal a lot about leaders in the company's dozens of business units, says Peter Vrijzen, the corporate vice president of HR.

The Minneapolis-based company, which surveys its 158,000 workers in 66 countries, uses the results to "understand the temperature in the business units," says Vrijzen. And, he says, "nine out of 10 times, if something stands out, it's because of the leadership."

At General Motors, employee engagement has taken on a particular urgency as the domestic automobile industry has continued to lose market share to imports, and the company has been forced to shed jobs and reduce benefits.

It's more important than ever to understand how employs are feeling, says Bill Tate, the vice president of HR for North America for GM, which is headquartered in Detroit.

"You can attempt to manage intuitively, but getting data to confirm your intuition is always good," says Tate.

The road to engagement is clearly not a simple one for the HR executive. That's why it's so important to be the kind of informed consumer that Gibbons, of the Conference Boards, says is crucial.

He offers three basic suggestions:

- * Be clear on what you want out of employee engagement. Do you want to use it as a retention tool, a productivity tool or an internal communications tool? Or perhaps your goal is to improve employee morale. How does engagement align with your corporate and workforce strategies?

"You really need to know yourself before you start entertaining the pitches from the vendors," he says. "Not, 'What is engagement?' but 'What is engagement to us?' Unless you know that, you're going to be out there shooting in the dark when selecting vendors."

- * Ask consulting firms the hard questions. "You need to ask about the research they've done showing that their strategies have had impact," Gibbons says.

"Put them on the hot seat," he says, "and ask, 'How can you show me there is a causal relationship between employee engagement and anything else that's important to my business?'"

Says Gibbons, "Most HR people aren't trained in analytics and don't know to ask those questions."

* Find a consultant that already understands the uniqueness of your industry, your organization and your culture. That knowledge is essential if the consultant is to help develop and execute a strategy for improving employee engagement. Otherwise, says Gibbons, "all they're doing is administering a survey."

In the end, engagement for engagement's sake gets the HR executive nowhere.

As Kenexa's Saltzman puts it, "Engagement is not the goal. In and of itself, it gets you nothing. CEOs and HR people assume that engagement is the end state, but when you hit a specific number, all it does is create potential. It's what you do with an engaged population that counts."

Employee Engagement Survey

Points of Contact for Survey Form Distribution / Collection

(as of 8/7/08)

Division / Unit	Point of Contact	Notes
Division 1	Starlyn Liverman	
Division 2	Brenda Lewis	
Division 3	Anne Evans	
Division 4	Connie Phillips	
Division 5	Euell Elliott	
Division 6	Tom Hay	
Division 7	Lisa Angel	
Division 8	Mary Helms	
Division 9	Tricia Gregory	
Division 10	Ann LeBlanc	
Division 11	Shannon Billings	
Division 12	Ricki Barkley	
Division 13	Kenny Wilson	
Division 14	Tutti Tatham	
Construction Unit	N/A	None required – all on email
Materials & Tests	Linda Jones	
Bridge Maintenance	Theresa Taylor	
Equipment & Inventory Control	Sandy Suggs	
Permits Unit	Joy Wiggins	Only one person without email
State Road Maintenance	Debbie Pleasants	Most, if not all, are on email
Pavement Management	N/A	None required – all on email
Roadside Environmental	Constance Slade	Only one person without email
ITS	Brian Purvis	

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Employee Engagement Survey Overview

Team Mission Statement:

- Develop a survey instrument that quantifies if DOT is a **Great Place to Work** and **A Place that Works Well**.
- Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning.

Approach:

- Use an Existing Employee Engagement Survey Instrument
 - Corporate Leadership Council (CLC) Instrument Available Through OSP
- Add Open-End Questions to Provide Decision Makers Valuable Information About Ways to Improve the Organization
- Benefits to the Approach
 - Some Indication of Organization “Health”
 - Generation of Actionable Data
 - Comparison to Outside Organizations

Potential Open-End Questions to Include in the Engagement Survey:

- What is happening in your unit that helps you get your job done?
- What could your unit change or improve to help you do your job better?
- What is happening in DOT that makes it a great place to work?
- What could DOT change or improve to make it a better place to work?

For Comparison, Open-End Questions Asked in the McKinsey Organizational Performance Profile (OPP):

- Please describe why you believe that in your part of the organization it IS or IS NOT easy to get things done.
- Please take a few moments to add any additional thoughts or suggestions regarding how to improve the NCDOT.

Comparison of McKinsey OPP to CLC Engagement Survey:

McKinsey OPP

- Organization Assessment
- 152 Rating Scale Items
- 2 Open-End Questions

CLC Engagement Survey

- Employee Engagement
- 42 Rating Scale Items
- 2 to 4 Open-End Questions

CLC Engagement Survey:

The Corporate Leadership Council defines employee engagement as “the extent to which employees commit to something or someone in their organization, how hard employees work, and how long they stay as a result of that commitment.”

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Two Types of Commitment:

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The Importance of Commitment:

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Employee Survey

Purpose

- 🌱 The NCDOT Would Like Employee Input on Organization Health and Ideas for Improvement on a Regular Basis
- 🌱 All Employees Will Have the Opportunity to Provide Input
- 🌱 Data Generated by Employee Surveys Will Be Used to Improve the Organization

Team Mission Statement

- 🌱 Develop a survey instrument that quantifies if DOT is **A Great Place to Work** and **A Place that Works Well**
- 🌱 Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning

Desired Outcome

- 👉 Some Indication of Organization “Health”
- 👉 Generation of Actionable Data
- 👉 Comparison to Other Outside Organizations

Available Survey Instruments

- 👉 The Corporate Leadership Council Instrument is Available from OSP Free of Charge
- 👉 Various Proprietary Instruments Are Available at Significant Cost
- 👉 We Can Build Our Own Instrument

Why Is Employee Engagement Important?

➤ Employee Engagement Impacts Business

Outcomes

- Performance / Productivity
- Retention
- Customer Service

➤ Employee Engagement Measures

- Employee Commitment
- Employee Motivation
- Employee Satisfaction

Comparison: Organizational Performance Profile Vs. Engagement

McKinsey OPP:

- 👉 Gain a deep understanding of NCDOT's current situation and how well the organization performs. (Broad)

Engagement Survey:

- 👉 Gauge Employee Commitment to DOT
- 👉 Determine the health of DOT, Divisions, and Business Units (Focused)

Employee Survey Team

Jeff Roerden

Doug Cox

Barry Bridges

Terry Hall - OSP

Victor Barbour - Sponsor

Objectives for Today

- 🦋 Review Team Mission Statement, Initial Approach and Rationale
- 🦋 Identify Things to Consider as We Move Forward
- 🦋 Propose an Alternative Approach
- 🦋 Receive Leadership Team Input and Decision on Approach

Team Mission Statement

- 🌱 Develop a survey instrument that quantifies if DOT is **A Great Place to Work** and **A Place that Works Well**
- 🌱 Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning

Assumptions

- 👉 The Leadership Team Would Like Employee Input on Organization Health and Ideas for Improvement Annually
- 👉 All Employees Will Have the Opportunity to Provide Input

Assumptions Continued

➤ Data Generated by Employee Surveys Will

Be Used to:

- Improve the Organization
- Provide Feedback to Managers Through the Annual Performance Management Process

➤ Surveys Should be Easy to Complete in a Reasonable Amount of Time (<30 min?)

➤ Regardless of Instrument, the Survey Should be Conducted at Reasonable Cost

Survey Instrument Options

- 🦋 Option 1: Build Our Own Instrument
- 🦋 Option 2: Modify an Existing Instrument to Meet Our Needs
- 🦋 Option 3: Use an Existing Instrument As Is
- 🦋 Option 4: Add to An Existing Instrument

Option 1: Build Our Own Instrument

👉 Pros 😊

- The questionnaire is our own; it is specifically designed to meet the needs of NCDOT employee attitude measurement.

👉 Cons 😞

- The time required to design the questionnaire exceeds the time we have been given.
- With a custom-design questionnaire, there will not be built in reliability; it must be reliability-tested and we do not have the time.

Option 2: Modify an Existing Instrument

👉 Pros 😊

- We are not working from a blank palette.
- We begin with items that correlate to some measure of employee attitude.
- We have wide latitude to revise the questionnaire as needed.
- The final questionnaire is more tailored to the requirements of NCDOT.

👉 Cons 😞

- Revising an existing questionnaire will still take time (that we might not have).
- The more customized the questionnaire, the more we move away from reliability-tested survey items.
- Reliability testing of our items will require time we may not have.

Option 3:

Use an Existing Instrument As Is

👉 Pros 😊

- The least effort in terms of questionnaire design, administration, analysis, etc.
- Time advantage - can field it quickly and can acquire quicker baseline data.
- Backed by a history of reliability testing.
- We can compare NCDOT to other organizations.
- We can take the collected data and assess the questionnaire's specific reliability to NCDOT.

👉 Cons 😞

- The questionnaire is a standardized form that is a decent fit for many organizations but not a perfect fit for any organization.
- Rating scale formats, where respondents repeatedly perform the same task, run the risk of:
 - acquiescent bias
 - satisficing

Option 4: Add to an Existing Instrument

👉 Pros 😊

- We gain all the advantages of using an existing questionnaire (i.e., less effort, quick data collection, reliability history, ability to compare NCDOT).
- By adding items to the instrument that are of specific interest to NCDOT, we tailor the questionnaire to better meet our needs.

👉 Cons 😞

- We carry the disadvantages of using an existing questionnaire (i.e., a standardized form that may not be a good fit, rating scale format that may be prone to satisficing and acquiescent bias).
- Any modifications to the questionnaire do not come with the same degree of reliability testing as the original.

Employee Engagement

“the extent to which employees commit to something or someone in their organization, how hard employees work, and how long they stay as a result of that commitment.”

Why Is Employee Engagement Important?

☞ Employee Engagement Impacts Business

Outcomes

- Performance / Productivity
- Retention
- Customer Service

Initial Team Recommendation

- 👉 Use an Existing Employee Engagement Survey Instrument
- 👉 Add Open-Ended Questions to Provide Decision Makers Valuable Information About Ways to Improve the Organization

Corporate Leadership Council Instrument

👉 The Corporate Leadership Council (CLC)
Instrument is Available from OSP Free of
Charge

👉 ITS Survey Complete ($n \approx 1000$)

👉 Revenue Survey Complete ($n \approx 1500$)

Benefits of the Approach

- 👉 Can Be Implemented Quickly
- 👉 Some Indication of Organization “Health”
- 👉 Generation of Actionable Data
- 👉 Comparison to Other Outside Organizations

Issues to Consider as We Move Forward

- 🦋 Data Reporting and Choice of Instrument
- 🦋 Timing of Survey Administration
- 🦋 Will The Data Gathered Be Used and How Will It Be Used?
- 🦋 Sustainability of the Approach

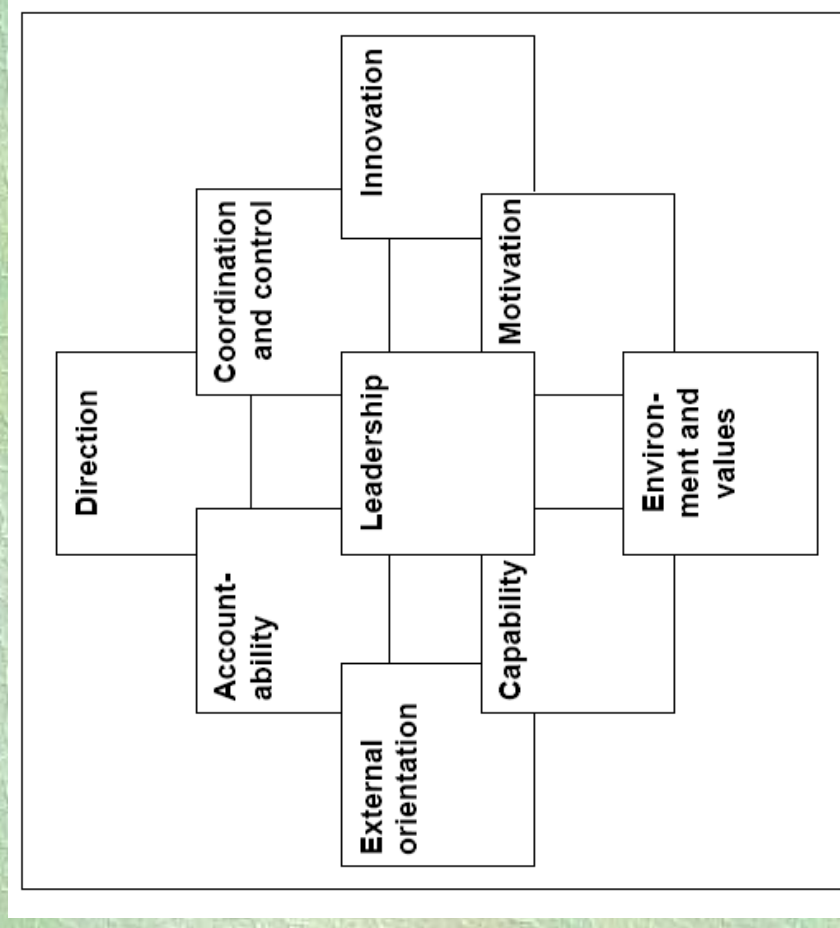
Data Reporting and Choice of Instrument

☞ Risks Associated With The CLC Employee
Engagement Survey

- OSP Membership Arrangement with CLC
- CLC Standard Report Language Potentially Harmful to NCDOT

Alternative Approach - Modify an Existing Instrument (Option 2)

👉 Assemble a Subset of Questions from The
McKinsey Organizational Performance
Profile



Source: McKinsey Organization Practice

Benefits of the Alternative Approach

- Questions In The McKinsey OPP Are Available For Our Use
- McKinsey Has Offered to Help Us Develop The New Instrument
- Ability To Compare to April 2007 Results
- Similar Look and Feel to The OPP
- Media Has Already Seen The Questions
- Reporting for Improvement

Costs and Risks of the Alternative Approach

- ⌚ Time To Develop and Test The New Instrument
- ⌚ May Lose the Capability to Compare Our Results to Other Organizations
- ⌚ One NCDOT Employee Currently Has the Capability to Manage the Process and Analyze the Results

Questions

👉 How Important Is It For The NCDOT To Be Able To Compare Itself To Other Outside Organizations?

Timing of Survey Administration

- 🍃 Broad-Based, Comprehensive Organization Survey Conducted on a Multi-Year Cycle at the Same Time of Year

- 🍃 Focused Employee Survey Conducted Annually or Biennially in Intervening Years at the Same Time of Year

Objectives

Organization Survey:

👉 Gain a deep understanding of NCDOT's current situation and how well the organization performs. (Broad)

(i.e. Organizational Performance Profile)

Employee Survey:

👉 Gauge Employee Commitment to DOT and DOT Commitment to Employee

👉 Determine the health of DOT, Divisions, and Business Units (Focused)

Will The Data Generated Be Used?

- 👉 Reporting Results to Employees, Not Just Managers, Builds Trust
- 👉 Not Acting on the Data Generated Could Actually Be Harmful to the Organization
- 👉 If We're Not Going To Act On The Data, We Shouldn't Ask The Question

How Will The Data Generated Be Used?

- Unit, Division, and NCDOT Improvement
- Input to the Performance Dashboard Appraisal Process

Sustainability

☞ Will the Chosen Approach Be Sustainable Long Term?

- Perceived Value of Participating in Surveys
- Perceived Value of Information Generated
- Resources Required for Implementation
- Perceived Risks Associated With Reporting

Discussion / Feedback?

Leadership Team Checklist

- ✓ Things to Consider
- ✓ Alternative Approach

In order to view engagement scores for different segments, please select the demographic variables and the engagement metrics from the drop downs below.

Demographic Variable 1	Please select your current shift.
Demographic Variable 2	What is your gender?
Metrics	Rational Commitment to the Manager

Please select first demographic variable from this drop down

Please select second demographic variable from this drop down

Please select the metric from this drop down

Rational Commitment to the Manager for segments: Please select your current shift. , What is your gender?

Demographic Variable 2 Demographic Variable 1	Male	Female
1st	4.24	4.06
2nd	4.31	4.08
3rd	4.06	4.24
On call	4.64	4.16
Varies	4.39	4.16

Alpha Company	Segment Count
Hourly	9502
Supervisor	1133
Salaried - Non Supervisor)	491
Manager	699
Director/VP/GM	173
Dept. A	2598
Dept. B	905
Dept. C	983
Dept. D	162
Dept. E	571
Dept. F	363
Dept. G	486
Dept. H	1153
Dept. I	111
Dept. J	977
Dept. K	943
Dept. L	599
Dept. M	714
Dept N	675
Dept. O	209
Dept. P	339
Dept. Q	37
Dept. R	222
Dept. S	31
Region 1	268
Region 2	893
Region 3	1633
Region 4	161

Alpha Company	Segment Count
Region 5	651
Region 6	115
Region 7	3058
Region 8	681
Region 9	1074
Region 10	662

Region 11	791
Region 12	676
Region 13	779
Region 14	133
Region 15	284
Region 16	39
Region 18	230
1st	4816
2nd	3641
3rd	2027
On call	56
Varies	1305
under 1 year	2494
1 - 3 years	2814
4 - 6 years	2255
7 - 9 years	1951
10+ years	2354
Male	5638
Female	6322

Alpha Company	Segment Count	Emotional Commitment to Day-to-Day Work	Emotional Commitment to the Team	Emotional Commitment to the Manager	Emotional Commitment to the Organization	Emotional Commitment Overall
Hourly	9502	5.8	5.6	5.4	5.6	5.6
Supervisor	1133	6.0	5.8	5.5	5.8	5.8
Salaried - Non Supervisor)	491	6.1	5.9	5.8	5.9	5.9
Manager	699	6.2	6.1	6.0	6.1	6.1
Director/VP/GM	173	6.5	6.4	6.3	6.5	6.4
Dept. A	2598	5.7	5.5	5.3	5.5	5.5
Dept. B	905	5.8	5.6	5.4	5.5	5.6
Dept. C	983	5.7	5.5	5.4	5.4	5.5
Dept. D	162	5.7	5.7	5.6	5.5	5.6
Dept. E	571	5.9	5.7	5.6	5.8	5.7
Dept. F	363	6.0	5.8	5.6	5.8	5.8
Dept. G	486	6.1	6.0	5.7	6.0	6.0
Dept. H	1153	5.8	5.7	5.7	5.6	5.7
Dept. I	111	5.8	5.6	5.5	5.6	5.6
Dept. J	977	5.9	5.7	5.5	5.7	5.7
Dept. K	943	5.8	5.7	5.4	5.7	5.6
Dept. L	599	5.8	5.6	5.5	5.6	5.7
Dept. M	714	6.0	6.0	5.8	5.9	5.9
Dept N	675	6.1	6.0	5.7	5.9	5.9
Dept. O	209	5.8	5.8	5.9	5.7	5.8
Dept. P	339	6.0	5.9	5.6	5.8	5.8
Dept. Q	37	5.9	5.8	5.2	5.4	5.6
Dept. R	222	6.2	6.0	5.6	5.9	6.0
Dept. S	31	6.0	6.2	5.7	6.0	6.0
Region 1	268	5.4	5.2	4.9	4.9	5.1
Region 2	893	5.9	5.8	5.4	5.7	5.7
Region 3	1633	5.8	5.5	5.3	5.6	5.6
Region 4	161	5.7	5.5	5.3	5.4	5.5

Alpha Company	Segment Count	Emotional Commitment to Day-to-Day Work	Emotional Commitment to the Team	Emotional Commitment to the Manager	Emotional Commitment to the Organization	Emotional Commitment Overall
Region 5	651	6.0	5.8	5.9	5.9	5.9
Region 6	115	6.1	5.9	5.7	5.7	5.9
Region 7	3058	5.7	5.6	5.3	5.6	5.6

Region 8	681	5.8	5.6	5.4	5.4	5.5
Region 9	1074	5.8	5.8	5.7	5.7	5.8
Region 10	662	5.6	5.5	5.3	5.3	5.4
Region 11	791	5.9	5.7	5.5	5.4	5.7
Region 12	676	6.2	6.1	6.0	6.0	6.1
Region 13	779	6.1	5.9	5.7	6.0	5.9
Region 14	133	6.0	5.9	5.7	5.9	5.9
Region 15	284	5.9	5.7	5.6	5.7	5.7
Region 16	39	6.2	5.9	5.8	5.9	6.0
Region 18	230	5.9	5.8	6.0	5.9	5.9
1st	4816	5.9	5.7	5.5	5.7	5.7
2nd	3641	5.8	5.7	5.5	5.6	5.6
3rd	2027	5.7	5.6	5.4	5.5	5.6
On call	56	5.9	5.8	5.8	5.8	5.9
Varies	1305	6.0	5.8	5.7	5.8	5.8
under 1 year	2494	5.9	5.9	5.8	5.8	5.9
1 - 3 years	2814	5.8	5.7	5.5	5.6	5.6
4 - 6 years	2255	5.8	5.6	5.4	5.6	5.6
7 - 9 years	1951	5.8	5.6	5.3	5.5	5.5
10+ years	2354	5.9	5.7	5.5	5.6	5.7
Male	5638	5.8	5.6	5.5	5.6	5.6
Female	6322	5.9	5.7	5.5	5.7	5.7

Alpha Company	Segment Count	Rational Commitment to the Team	Rational Commitment to the Manager	Rational Commitment to the Organization	Rational Commitment Overall
Hourly	9502	4.4	4.2	4.4	4.3
Supervisor	1133	4.2	4.0	4.4	4.2
Salaried - Non Supervisor)	491	4.7	4.5	4.5	4.5
Manager	699	4.4	4.2	4.4	4.3
Director/VP/GM	173	4.5	4.6	4.6	4.5
Dept. A	2598	4.4	4.0	4.5	4.3
Dept. B	905	4.4	4.1	4.4	4.3
Dept. C	983	4.1	3.9	4.2	4.1
Dept. D	162	4.6	4.6	4.4	4.5
Dept. E	571	4.6	4.4	4.7	4.6
Dept. F	363	4.6	4.5	4.6	4.6
Dept. G	486	4.6	4.5	4.8	4.6
Dept. H	1153	4.4	4.3	4.4	4.4
Dept. I	111	4.4	4.3	4.3	4.3
Dept. J	977	4.5	4.3	4.6	4.4
Dept. K	943	4.3	4.1	4.4	4.3
Dept. L	599	4.4	4.1	4.4	4.3
Dept. M	714	4.4	4.2	4.5	4.4
Dept N	675	4.5	4.2	4.3	4.3
Dept. O	209	4.4	4.3	4.3	4.3
Dept. P	339	4.6	4.3	4.6	4.5
Dept. Q	37	4.3	4.1	3.7	4.0
Dept. R	222	4.3	4.2	4.2	4.2
Dept. S	31	4.7	4.4	4.8	4.6
Region 1	268	3.9	3.7	3.8	3.8
Region 2	893	4.6	4.3	4.6	4.5
Region 3	1633	4.1	3.9	4.4	4.1
Region 4	161	4.4	4.1	4.4	4.3

Alpha Company	Segment Count	Rational Commitment to the Team	Rational Commitment to the Manager	Rational Commitment to the Organization	Rational Commitment Overall
Region 5	651	4.4	4.4	4.6	4.5
Region 6	115	4.6	4.5	4.5	4.5
Region 7	3058	4.4	4.0	4.5	4.3

Region 8	681	4.5	4.2	4.2	4.3
Region 9	1074	4.5	4.4	4.5	4.5
Region 10	662	4.3	4.0	4.2	4.1
Region 11	791	4.4	4.2	4.2	4.3
Region 12	676	4.5	4.4	4.6	4.5
Region 13	779	4.6	4.2	4.7	4.5
Region 14	133	4.6	4.5	4.6	4.6
Region 15	284	4.7	4.6	4.6	4.6
Region 16	39	5.0	4.6	4.6	4.7
Region 18	230	4.5	4.6	4.5	4.5
1st	4816	4.4	4.1	4.4	4.3
2nd	3641	4.5	4.2	4.5	4.4
3rd	2027	4.4	4.1	4.4	4.3
On call	56	4.3	4.4	4.4	4.4
Varies	1305	4.4	4.3	4.4	4.3
under 1 year	2494	4.5	4.4	4.5	4.5
1 - 3 years	2814	4.4	4.2	4.4	4.3
4 - 6 years	2255	4.4	4.1	4.4	4.3
7 - 9 years	1951	4.3	4.0	4.4	4.3
10+ years	2354	4.4	4.1	4.4	4.3
Male	5638	4.5	4.3	4.4	4.4
Female	6322	4.4	4.1	4.4	4.3

Alpha Company	Segment Count	Discretionary Effort
Hourly	9502	5.8
Supervisor	1133	5.9
Salaried - Non Supervisor)	491	6.0
Manager	699	6.2
Director/VP/GM	173	6.3
Dept. A	2598	5.5
Dept. B	905	5.9
Dept. C	983	5.8
Dept. D	162	5.7
Dept. E	571	5.8
Dept. F	363	5.9
Dept. G	486	5.9
Dept. H	1153	5.8
Dept. I	111	5.8
Dept. J	977	5.9
Dept. K	943	5.9
Dept. L	599	5.8
Dept. M	714	6.1
Dept N	675	6.1
Dept. O	209	5.9
Dept. P	339	5.9
Dept. Q	37	5.9
Dept. R	222	6.1
Dept. S	31	6.1
Region 1	268	5.5
Region 2	893	5.8
Region 3	1633	5.8
Region 4	161	5.6

Alpha Company	Segment Count	Discretionary Effort
Region 5	651	5.9
Region 6	115	6.0
Region 7	3058	5.7
Region 8	681	5.8

Region 9	1074	5.9
Region 10	662	5.7
Region 11	791	5.9
Region 12	676	6.1
Region 13	779	5.9
Region 14	133	6.0
Region 15	284	5.9
Region 16	39	5.7
Region 18	230	5.9
1st	4816	5.8
2nd	3641	5.8
3rd	2027	5.7
On call	56	5.8
Varies	1305	6.0
under 1 year	2494	6.0
1 - 3 years	2814	5.8
4 - 6 years	2255	5.8
7 - 9 years	1951	5.7
10+ years	2354	5.8
Male	5638	5.8
Female	6322	5.9

Alpha Company	Segment Count	Intent to Stay
Hourly	9502	5.4
Supervisor	1133	5.6
Salaried - Non Supervisor)	491	5.5
Manager	699	5.8
Director/VP/GM	173	6.1
Dept. A	2598	5.5
Dept. B	905	5.5
Dept. C	983	5.2
Dept. D	162	5.1
Dept. E	571	5.4
Dept. F	363	5.5
Dept. G	486	5.6
Dept. H	1153	5.3
Dept. I	111	5.5
Dept. J	977	5.3
Dept. K	943	5.4
Dept. L	599	5.5
Dept. M	714	5.5
Dept N	675	5.4
Dept. O	209	5.3
Dept. P	339	5.5
Dept. Q	37	5.1
Dept. R	222	5.7
Dept. S	31	5.8
Region 1	268	5.0
Region 2	893	5.2
Region 3	1633	5.8
Region 4	161	5.3

Alpha Company	Segment Count	Intent to Stay
Region 5	651	5.8
Region 6	115	5.5
Region 7	3058	5.5
Region 8	681	4.9

Region 9	1074	5.2
Region 10	662	5.1
Region 11	791	5.5
Region 12	676	5.7
Region 13	779	5.4
Region 14	133	5.5
Region 15	284	5.5
Region 16	39	4.9
Region 18	230	5.6
1st	4816	5.4
2nd	3641	5.4
3rd	2027	5.3
On call	56	5.3
Varies	1305	5.5
under 1 year	2494	5.4
1 - 3 years	2814	5.2
4 - 6 years	2255	5.4
7 - 9 years	1951	5.5
10+ years	2354	5.6
Male	5638	5.3
Female	6322	5.5

Emotional Commitment to Day-to-Day Work

[illegible]

Emotional Commitment to the Team

[illegible]

Rational Commitment to the Team

	Mean		Strongly Disagree		Disagree		Somewhat Disagree		Neither Disagree nor Agree		Somewhat Agree		Agree		Strongly Agree	
Survey Questions	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark
"My on-the-job performance would suffer if I worked with any other team in my organization."	3.45	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"The best way for me to advance in this organization is to continue to work with my current team."	4.83	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"The best way for me to develop my skills in my organization right now is to stay with my current team."	4.97	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Emotional Commitment to the Manager

	Mean		Strongly Disagree		Disagree		Somewhat Disagree		Neither Disagree nor Agree		Somewhat Agree		Agree		Strongly Agree	
Survey Questions	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark	Alpha Company	Benchmark
"I enjoy working with my supervisor."	5.68	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"I am proud to work for my supervisor."	5.57	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"My supervisor and I share the same values."	5.23	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"I believe in what my supervisor is trying to accomplish."	5.52	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"When speaking to others, I speak highly of my supervisor."	5.53	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
"My supervisor inspires me to do my best work."	5.40	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Rational Commitment to the Manager

[illegible]

Alpha Company	Segment Count	The "Disaffected" (%)	The "Agnostics" (%)	The "True Believers" (%)
Hourly	8797	16.8%	76.0%	7.2%
Supervisor	1083	16.8%	77.4%	5.8%
Salaried - Non Supervisor)	466	11.4%	79.4%	9.2%
Manager	670	14.5%	79.9%	5.7%
Director/VP/GM	168	11.9%	78.6%	9.5%
Dept. A	2433	15.4%	79.4%	5.2%
Dept. B	867	16.5%	78.5%	5.0%
Dept. C	932	22.4%	72.2%	5.4%
Dept. D	153	15.0%	75.8%	9.2%
Dept. E	469	14.3%	75.9%	9.8%
Dept. F	343	12.5%	76.7%	10.8%
Dept. G	407	14.7%	73.0%	12.3%
Dept. H	1088	16.5%	74.7%	8.8%
Dept. I	103	16.5%	73.8%	9.7%
Dept. J	881	16.6%	73.9%	9.5%
Dept. K	875	16.5%	79.3%	4.2%
Dept. L	563	16.7%	75.0%	8.3%
Dept. M	687	17.9%	73.9%	8.2%
Dept N	665	14.9%	79.4%	5.7%
Dept. O	200	16.5%	74.0%	9.5%
Dept. P	322	14.6%	76.7%	8.7%
Dept. Q	34	26.5%	64.7%	8.8%
Dept. R	191	15.2%	77.0%	7.9%
Dept. S	31	9.7%	83.9%	6.5%
Region 1	228	29.8%	65.8%	4.4%
Region 2	792	13.1%	79.7%	7.2%
Region 3	1396	20.8%	73.4%	5.9%
Region 4	160	14.4%	78.8%	6.9%

Alpha Company	Segment Count	The "Disaffected" (%)	The "Agnostics" (%)	The "True Believers" (%)
Region 5	567	16.6%	74.1%	9.3%
Region 6	115	13.0%	79.1%	7.8%
Region 7	3058	15.3%	79.7%	5.0%
Region 8	681	18.5%	74.3%	7.2%
Region 9	1038	13.9%	78.0%	8.1%
Region 10	662	19.0%	75.4%	5.6%
Region 11	467	20.1%	71.7%	8.1%
Region 12	676	13.3%	77.1%	9.6%
Region 13	753	15.0%	73.2%	11.8%
Region 14	133	12.0%	78.2%	9.8%
Region 15	281	14.9%	74.4%	10.7%
Region 16	30	13.3%	70.0%	16.7%
Region 18	230	13.0%	78.7%	8.3%
1st	4497	16.8%	76.5%	6.7%
2nd	3402	15.4%	77.1%	7.5%
3rd	1882	16.7%	76.1%	7.2%
On call	52	15.4%	71.2%	13.5%

Varies	1253	16.2%	77.1%	6.7%
under 1 year	2346	14.4%	78.3%	7.2%
1 - 3 years	2673	16.1%	77.1%	6.8%
4 - 6 years	2096	16.6%	76.6%	6.9%
7 - 9 years	1790	18.1%	75.1%	6.8%
10+ years	2194	16.6%	75.9%	7.5%
	5311	15.2%	78.0%	6.8%
	5869	17.5%	75.1%	7.4%

Alpha Company	Segment Count	The "Disaffected" (%)	The "Agnostics" (%)	The "True Believers" (%)
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Alpha Company	The "Disaffected" (% in Jan-07)	The "Disaffected" (% in Prev. Year)	% Change	The "Agnostics" (% in Jan-07)	The "Agnostics" (% in Prev. Year)	% Change	The "True Believers" (% in Jan-07)	The "True Believers" (% in Prev. Year)	% Change
Hourly	16.8%	N/A	N/A	76.0%	N/A	N/A	7.2%	N/A	N/A
Supervisor	16.8%	N/A	N/A	77.4%	N/A	N/A	5.8%	N/A	N/A
Salaried - Non Supervisor)	11.4%	N/A	N/A	79.4%	N/A	N/A	9.2%	N/A	N/A
Manager	14.5%	N/A	N/A	79.9%	N/A	N/A	5.7%	N/A	N/A
Director/VP/GM	11.9%	N/A	N/A	78.6%	N/A	N/A	9.5%	N/A	N/A
Dept. A	15.4%	N/A	N/A	79.4%	N/A	N/A	5.2%	N/A	N/A
Dept. B	16.5%	N/A	N/A	78.5%	N/A	N/A	5.0%	N/A	N/A
Dept. C	22.4%	N/A	N/A	72.2%	N/A	N/A	5.4%	N/A	N/A
Dept. D	15.0%	N/A	N/A	75.8%	N/A	N/A	9.2%	N/A	N/A
Dept. E	14.3%	N/A	N/A	75.9%	N/A	N/A	9.8%	N/A	N/A
Dept. F	12.5%	N/A	N/A	76.7%	N/A	N/A	10.8%	N/A	N/A
Dept. G	14.7%	N/A	N/A	73.0%	N/A	N/A	12.3%	N/A	N/A
Dept. H	16.5%	N/A	N/A	74.7%	N/A	N/A	8.8%	N/A	N/A
Dept. I	16.5%	N/A	N/A	73.8%	N/A	N/A	9.7%	N/A	N/A
Dept. J	16.6%	N/A	N/A	73.9%	N/A	N/A	9.5%	N/A	N/A
Dept. K	16.5%	N/A	N/A	79.3%	N/A	N/A	4.2%	N/A	N/A
Dept. L	16.7%	N/A	N/A	75.0%	N/A	N/A	8.3%	N/A	N/A
Dept. M	17.9%	N/A	N/A	73.9%	N/A	N/A	8.2%	N/A	N/A
Dept N	14.9%	N/A	N/A	79.4%	N/A	N/A	5.7%	N/A	N/A
Dept. O	16.5%	N/A	N/A	74.0%	N/A	N/A	9.5%	N/A	N/A
Dept. P	14.6%	N/A	N/A	76.7%	N/A	N/A	8.7%	N/A	N/A
Dept. Q	26.5%	N/A	N/A	64.7%	N/A	N/A	8.8%	N/A	N/A
Dept. R	15.2%	N/A	N/A	77.0%	N/A	N/A	7.9%	N/A	N/A
Dept. S	9.7%	N/A	N/A	83.9%	N/A	N/A	6.5%	N/A	N/A
Region 1	29.8%	N/A	N/A	65.8%	N/A	N/A	4.4%	N/A	N/A
Region 2	13.1%	N/A	N/A	79.7%	N/A	N/A	7.2%	N/A	N/A
Region 3	20.8%	N/A	N/A	73.4%	N/A	N/A	5.9%	N/A	N/A
Region 4	14.4%	N/A	N/A	78.8%	N/A	N/A	6.9%	N/A	N/A

Alpha Company	The "Disaffected" (% in Jan-07)	The "Disaffected" (% in Prev. Year)	% Change	The "Agnostics" (% in Jan-07)	The "Agnostics" (% in Prev. Year)	% Change	The "True Believers" (% in Jan-07)	The "True Believers" (% in Prev. Year)	% Change
Region 5	16.6%	N/A	N/A	74.1%	N/A	N/A	9.3%	N/A	N/A
Region 6	13.0%	N/A	N/A	79.1%	N/A	N/A	7.8%	N/A	N/A
Region 7	15.3%	N/A	N/A	79.7%	N/A	N/A	5.0%	N/A	N/A
Region 8	18.5%	N/A	N/A	74.3%	N/A	N/A	7.2%	N/A	N/A

Region 9	13.9%	N/A	N/A	78.0%	N/A	N/A	8.1%	N/A	N/A
Region 10	19.0%	N/A	N/A	75.4%	N/A	N/A	5.6%	N/A	N/A
Region 11	20.1%	N/A	N/A	71.7%	N/A	N/A	8.1%	N/A	N/A
Region 12	13.3%	N/A	N/A	77.1%	N/A	N/A	9.6%	N/A	N/A
Region 13	15.0%	N/A	N/A	73.2%	N/A	N/A	11.8%	N/A	N/A
Region 14	12.0%	N/A	N/A	78.2%	N/A	N/A	9.8%	N/A	N/A
Region 15	14.9%	N/A	N/A	74.4%	N/A	N/A	10.7%	N/A	N/A
Region 16	13.3%	N/A	N/A	70.0%	N/A	N/A	16.7%	N/A	N/A
Region 18	13.0%	N/A	N/A	78.7%	N/A	N/A	8.3%	N/A	N/A
1st	16.8%	N/A	N/A	76.5%	N/A	N/A	6.7%	N/A	N/A
2nd	15.4%	N/A	N/A	77.1%	N/A	N/A	7.5%	N/A	N/A
3rd	16.7%	N/A	N/A	76.1%	N/A	N/A	7.2%	N/A	N/A
On call	15.4%	N/A	N/A	71.2%	N/A	N/A	13.5%	N/A	N/A
Varies	16.2%	N/A	N/A	77.1%	N/A	N/A	6.7%	N/A	N/A
under 1 year	14.4%	N/A	N/A	78.3%	N/A	N/A	7.2%	N/A	N/A
1 - 3 years	16.1%	N/A	N/A	77.1%	N/A	N/A	6.8%	N/A	N/A
4 - 6 years	16.6%	N/A	N/A	76.6%	N/A	N/A	6.9%	N/A	N/A
7 - 9 years	18.1%	N/A	N/A	75.1%	N/A	N/A	6.8%	N/A	N/A
10+ years	16.6%	N/A	N/A	75.9%	N/A	N/A	7.5%	N/A	N/A
Male	15.2%	N/A	N/A	78.0%	N/A	N/A	6.8%	N/A	N/A
Female	17.5%	N/A	N/A	75.1%	N/A	N/A	7.4%	N/A	N/A

CORPORATE LEADERSHIP COUNCIL

ALPHA COMPANY

Employee Engagement Survey and Analysis Tool

LETTER FROM THE CORPORATE LEADERSHIP COUNCIL

Dear Member:

Thank you for your recent participation in the Corporate Leadership Council's Employee Engagement Survey and Analysis Tool (ESAT). It is with great pleasure that we present to you your final report.

Your ESAT report is designed to answer four questions:

- 1) How engaged or unengaged are your employees, and are they engaged in the ways that matter most for performance and retention?
- 2) How does engagement vary throughout your workforce? Are some employees more engaged than others?
- 3) Are your employees more or less engaged than employees in other organizations? What employee segments are at risk?
- 4) How can you improve the engagement of your current employees?

We believe that the answers to these questions are critical inputs to the successful management of any workforce. First, employee engagement can have a significant impact on a number of business outcomes, increasing employee performance by 20 percentile points and reducing attrition by as much as 87%. Second, engagement can vary tremendously by organization, with some organizations having 20 times the number of highly engaged employees as others.

Your report is based on the response of 12168 employees that completed the survey during January-2007.

Thank you again for your participation. We look forward to speaking with you soon.

The Corporate Leadership Council

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Build the Business Case

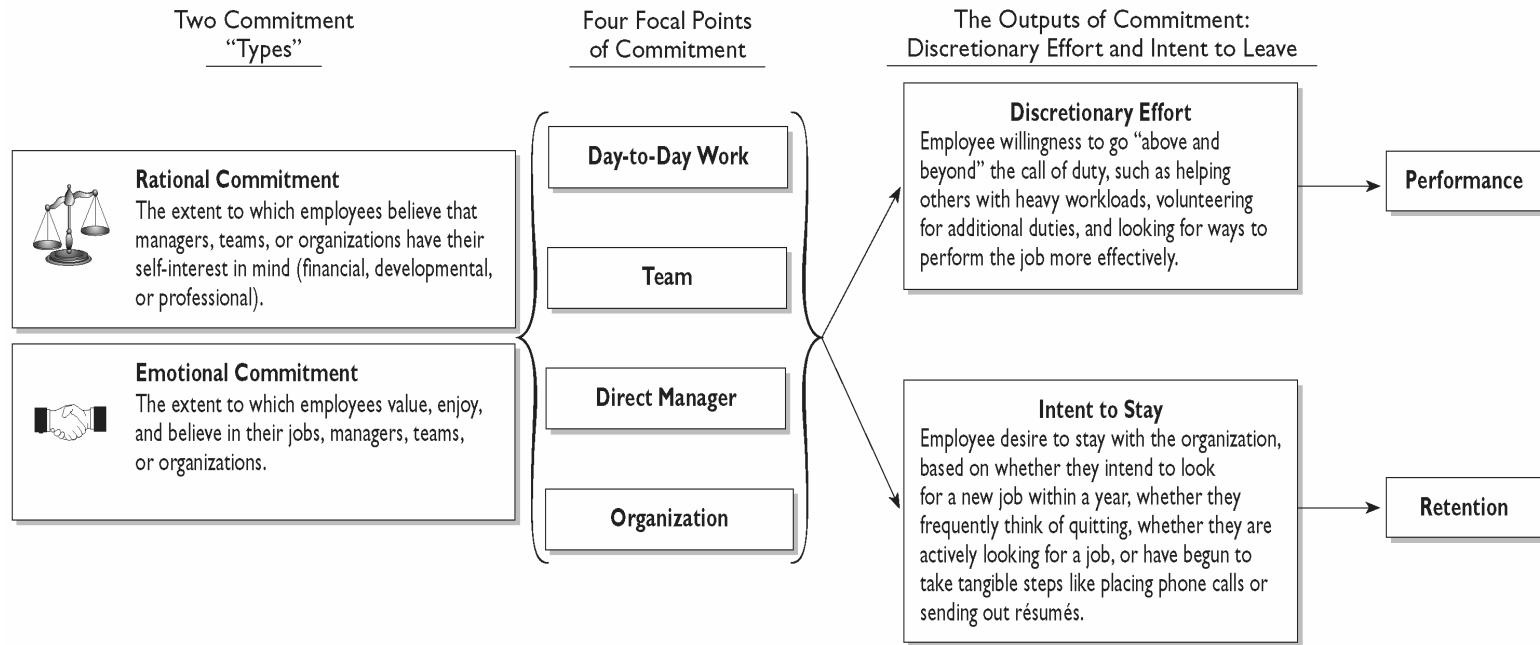
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graph TD; A[Build the Business Case] --> B[Identify Engagement Gaps]; B --> C[Design and Implement Strategy];
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Identify Engagement Gaps

Design and Implement Strategy

Engagement Defined

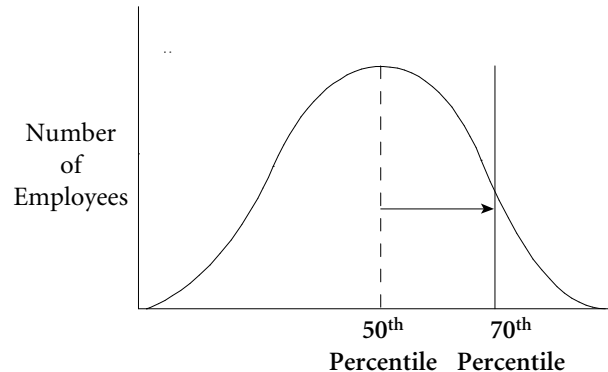
Engagement is the extent to which employees commit to something or someone in their organization and how hard they work and long they stay as a result of that commitment



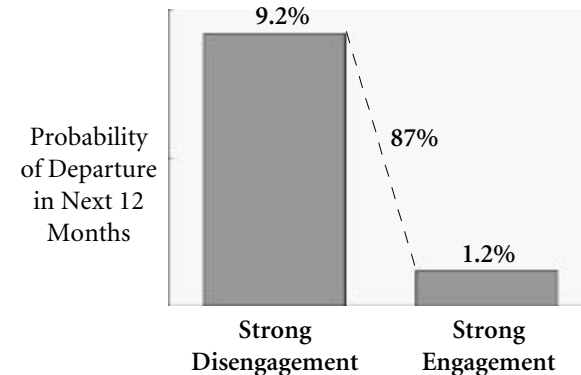
The Business Case for Engagement

Employee engagement drives employee performance and workforce retention

Maximum Impact of Discretionary Effort on Performance Percentile



Maximum Impact of Engagement on the Probability of Departure



Effort Can Improve Performance by 20%

The impact of heightened effort levels on employee performance is significant. The example above shows that improving effort levels can transform a 50th-percentile employee to the 70th percentile. While this example shows an ideal case of turning a “disaffected” employee into a “true believer”, employees can still demonstrate significant performance gains from more modest changes in commitment. In fact, organizations may think of the relationship between commitment, effort, and performance as conforming to a “10:6:2” rule. For every 10% improvement in employee commitment, employees will realize a 6% improvement in discretionary effort, which in turn results in a two percentile point improvement in performance.

Build Employee Commitment to Foster Intent to Stay

The council estimates that employee commitment directly impacts employee intent to stay, which then in turn affects the actual probability of departure. The chart above shows that as employees move from the lowest level of commitment to the highest level of commitment, their probability of departure falls from 9.2% to 1.2%. This relationship between commitment and probability of departure may be summarized as “10:9” rule. For every 10% improvement in commitment, an employee’s probability of departure decreases by 9%. Engagement, therefore, provides HR with a vital retention tool. In fact, failure to manage commitment levels will expose organizations to significant attrition risks.

Build the Business Case

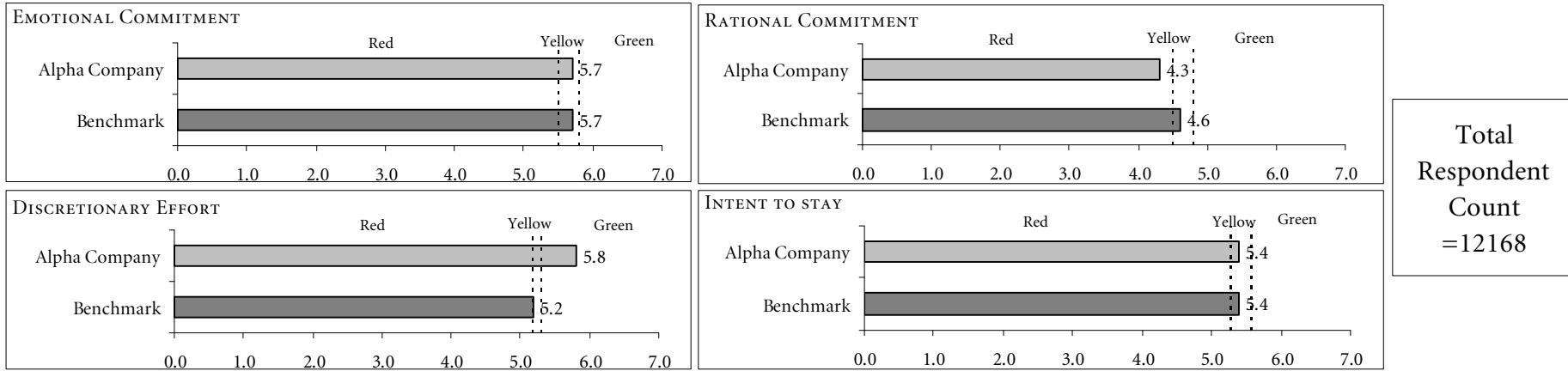
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Identify Engagement Gaps

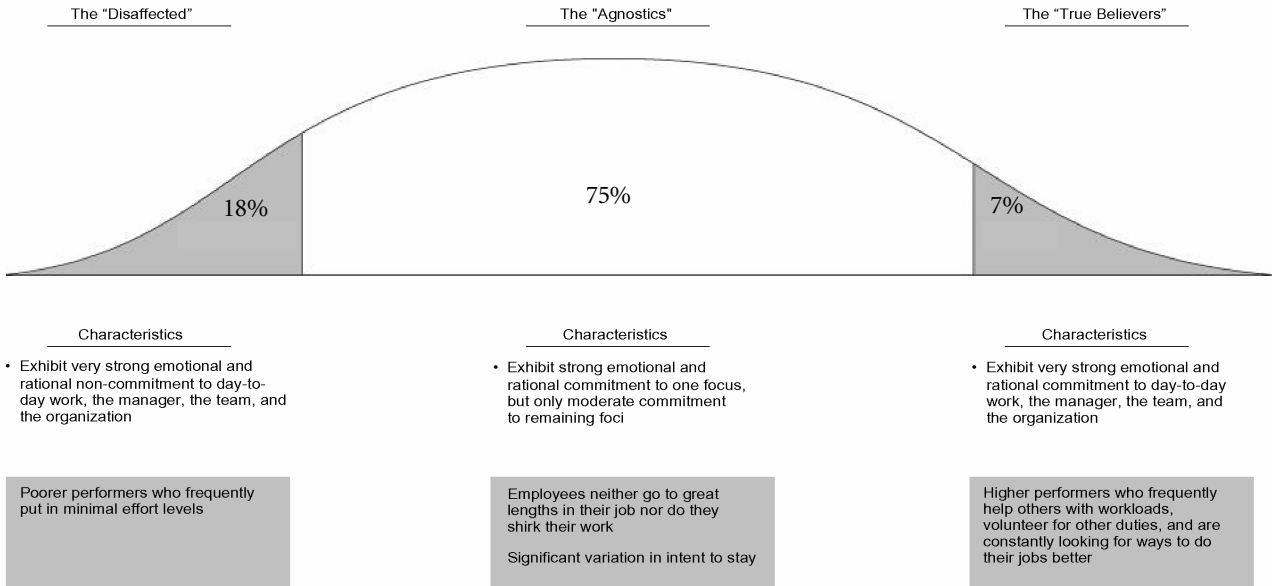
Design and Implement Strategy

OVERALL COMMITMENT IN ALPHA COMPANY

The chart below presents Alpha Company's overall emotional commitment, rational commitment, discretionary effort, and intent to stay scores. Detailed results for each focal point are presented on the following pages. In addition, your results are benchmarked against the overall engagement dataset.



DISTRIBUTION OF OVERALL COMMITMENT IN ALPHA COMPANY



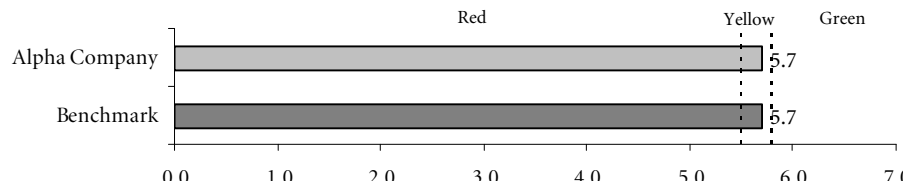
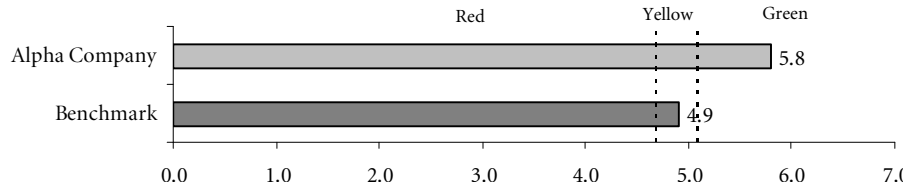
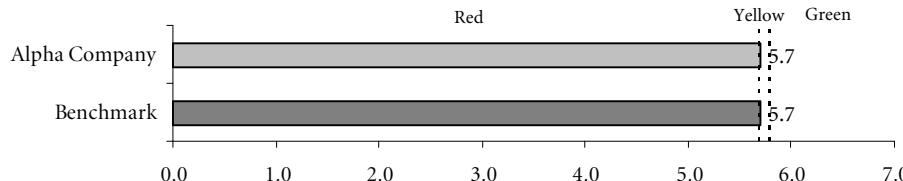
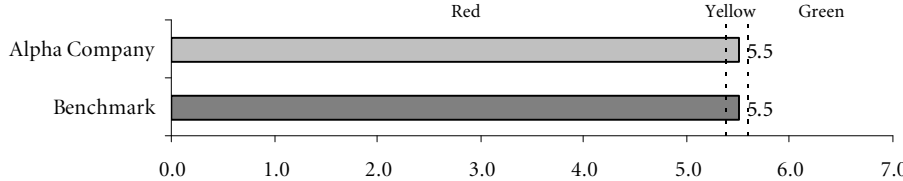
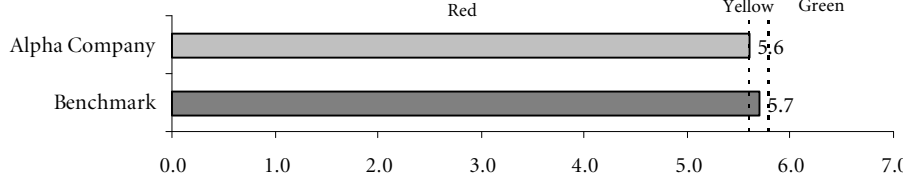
OVERALL COMMITMENT “AT RISK” SEGMENTS FOR ALPHA COMPANY

The chart below presents segments within Alpha Company that score "red" on the relevant index, indicating a score of one-half standard deviation below benchmark. These segments of your employee base are at significant risk. Average of risk segments are measured relative to Alpha Company average; not the aggregate average.

Emotional Commitment Overall	Rational Commitment Overall	Discretionary Effort	Intent to Leave
Hourly (5.6)	Supervisor (4.2)	Hourly (5.8)	Dept. C (5.2)
Dept. A (5.5)	Dept. B (4.3)	Dept. A (5.5)	Dept. D (5.1)
Dept. B (5.6)	Dept. C (4.1)	Dept. D (5.7)	Dept. H (5.3)
Dept. C (5.5)	Dept. K (4.3)	Dept. I (5.8)	Dept. O (5.2)
Dept. D (5.6)	Dept. L (4.3)	Region 1 (5.5)	Dept. Q (5.1)
Dept. I (5.6)	Dept. Q (4)	Region 3 (5.7)	Region 1 (5)
Dept. K (5.6)	Dept. R (4.2)	Region 4 (5.6)	Region 2 (5.2)
Dept. Q (5.6)	Region 1 (3.8)	Region 7 (5.7)	Region 4 (5.3)
Region 1 (5.1)	Region 3 (4.1)	Region 10 (5.7)	Region 8 (4.9)
Region 3 (5.6)	Region 10 (4.1)	Region 16 (5.7)	Region 9 (5.2)
Region 4 (5.5)	Region 11 (4.3)	2nd (5.8)	Region 10 (5.1)
Region 7 (5.6)	7 - 9 years (4.3)	3rd (5.7)	Region 16 (4.9)
Region 8 (5.5)		On call (5.8)	1 - 3 years (5.2)
Region 10 (5.4)		7 - 9 years (5.7)	
3rd (5.6)		10+ years (5.8)	
4 - 6 years (5.6)		Male (5.7)	
7 - 9 years (5.5)			
Male (5.6)			

EMOTIONAL COMMITMENT IN ALPHA COMPANY

The charts below presents Alpha Company's overall emotional commitment scores. In addition, scores for emotional commitment to day-to-day work, team, manager, and organization are also presented.

<p>EMOTIONAL COMMITMENT OVERALL</p>  <p>Alpha Company: 5.7</p> <p>Benchmark: 5.7</p>	<p>% Breakdown</p> <p>Red : 34.9%</p> <p>Yellow : 14.8%</p> <p>Green : 50.3%</p>	<p>Status</p> <p>Yellow</p> <p>Green > 5.8 5.5 <= Yellow <= 5.8 Red < 5.5</p>	<p>Previous Score</p> <p>N/A</p> <p>Change</p> <p>N/A</p>
<p>EMOTIONAL COMMITMENT TO DAY-TO-DAY WORK</p>  <p>Alpha Company: 5.8</p> <p>Benchmark: 4.9</p>	<p>% Breakdown</p> <p>Red : 12.8%</p> <p>Yellow : 4.0%</p> <p>Green : 83.2%</p>	<p>Status</p> <p>Green</p> <p>Green > 5.1 4.7 <= Yellow <= 5.1 Red < 4.7</p>	<p>Previous Score</p> <p>N/A</p> <p>Change</p> <p>N/A</p>
<p>EMOTIONAL COMMITMENT TO TEAM</p>  <p>Alpha Company: 5.7</p> <p>Benchmark: 5.7</p>	<p>% Breakdown</p> <p>Red : 44.5%</p> <p>Yellow : 0.0%</p> <p>Green : 55.5%</p>	<p>Status</p> <p>Yellow</p> <p>Green > 5.8 5.7 <= Yellow <= 5.8 Red < 5.7</p>	<p>Previous Score</p> <p>N/A</p> <p>Change</p> <p>N/A</p>
<p>EMOTIONAL COMMITMENT TO MANAGER</p>  <p>Alpha Company: 5.5</p> <p>Benchmark: 5.5</p>	<p>% Breakdown</p> <p>Red : 35.0%</p> <p>Yellow : 4.8%</p> <p>Green : 60.2%</p>	<p>Status</p> <p>Yellow</p> <p>Green > 5.6 5.4 <= Yellow <= 5.6 Red < 5.4</p>	<p>Previous Score</p> <p>N/A</p> <p>Change</p> <p>N/A</p>
<p>EMOTIONAL COMMITMENT TO ORGANIZATION</p>  <p>Alpha Company: 5.6</p> <p>Benchmark: 5.7</p>	<p>% Breakdown</p> <p>Red : 35.8%</p> <p>Yellow : 7.6%</p> <p>Green : 56.6%</p>	<p>Status</p> <p>Yellow</p> <p>Green > 5.8 5.6 <= Yellow <= 5.8 Red < 5.6</p>	<p>Previous Score</p> <p>N/A</p> <p>Change</p> <p>N/A</p>

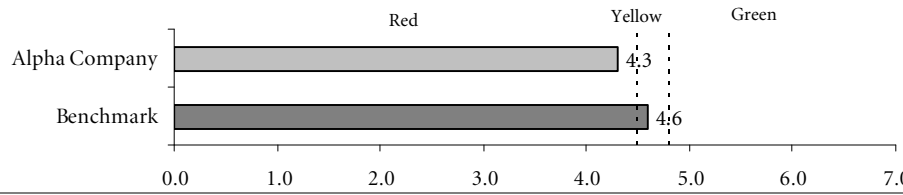
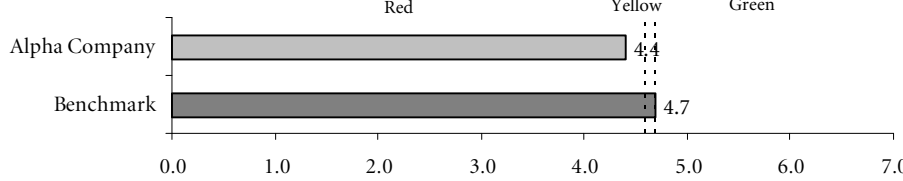
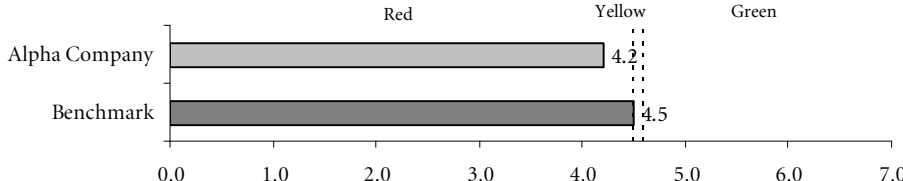
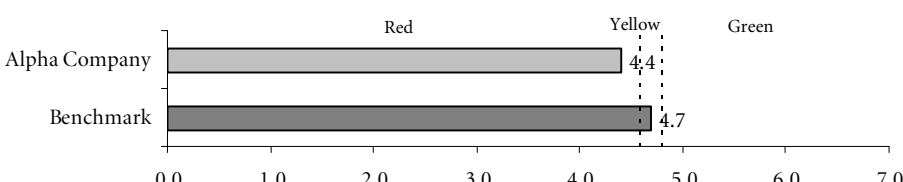
EMOTIONAL COMMITMENT “AT RISK” SEGMENTS FOR ALPHA COMPANY

The chart below presents segments within Alpha Company that score "red" on the relevant commitment index, indicating a score of one-half standard deviation below benchmark. These segments of your employee base are at significant risk. Average of risk segments are measured relative to Alpha Company average; not the aggregate average.

Emotional Commitment Overall	Emotional Commitment to Day-to-Day Work	Emotional Commitment to the Team	Emotional Commitment to the Manager	Emotional Commitment to the Organization
Hourly (5.6)	Hourly (5.8)	Hourly (5.6)	Hourly (5.4)	Hourly (5.6)
Dept. A (5.5)	Dept. A (5.7)	Dept. A (5.5)	Dept. A (5.3)	Dept. A (5.5)
Dept. B (5.6)	Dept. B (5.8)	Dept. B (5.6)	Dept. B (5.4)	Dept. B (5.5)
Dept. C (5.5)	Dept. C (5.7)	Dept. C (5.5)	Dept. C (5.4)	Dept. C (5.4)
Dept. D (5.6)	Dept. D (5.7)	Dept. I (5.6)	Dept. K (5.4)	Dept. D (5.5)
Dept. I (5.6)	Dept. H (5.8)	Dept. L (5.6)	Dept. Q (5.2)	Dept. Q (5.3)
Dept. K (5.6)	Dept. I (5.8)	Region 1 (5.2)	Region 1 (4.9)	Region 1 (4.9)
Dept. Q (5.6)	Dept. K (5.8)	Region 3 (5.5)	Region 2 (5.4)	Region 4 (5.4)
Region 1 (5.1)	Region 1 (5.4)	Region 4 (5.5)	Region 3 (5.3)	Region 8 (5.4)
Region 3 (5.6)	Region 3 (5.8)	Region 7 (5.6)	Region 4 (5.3)	Region 10 (5.3)
Region 4 (5.5)	Region 4 (5.7)	Region 8 (5.6)	Region 7 (5.3)	Region 11 (5.4)
Region 7 (5.6)	Region 7 (5.7)	Region 10 (5.5)	Region 8 (5.4)	3rd (5.5)
Region 8 (5.5)	Region 8 (5.8)	3rd (5.6)	Region 10 (5.3)	7 - 9 years (5.5)
Region 10 (5.4)	Region 10 (5.6)	4 - 6 years (5.6)	3rd (5.4)	
3rd (5.6)	2nd (5.8)	7 - 9 years (5.6)	4 - 6 years (5.4)	
4 - 6 years (5.6)	3rd (5.7)	Male (5.6)	7 - 9 years (5.3)	
7 - 9 years (5.5)	1 - 3 years (5.8)		10+ years (5.4)	
Male (5.6)	7 - 9 years (5.8)			
	Male (5.8)			

RATIONAL COMMITMENT IN ALPHA COMPANY

The charts below presents Alpha Company's overall rational commitment scores. In addition, scores for rational commitment to team, manager, and organization are also presented.

RATIONAL COMMITMENT OVERALL 		% Breakdown Red : 51.2% Yellow : 12.8% Green : 36.0%	Status Red	Previous Score N/A	Change N/A
			Green > 4.8 4.5 <= Yellow <= 4.8 Red < 4.5		
RATIONAL COMMITMENT TO TEAM 		% Breakdown Red : 46.7% Yellow : 14.3% Green : 39.1%	Status Red	Previous Score N/A	Change N/A
			Green > 4.7 4.6 <= Yellow <= 4.7 Red < 4.6		
RATIONAL COMMITMENT TO MANAGER 		% Breakdown Red : 53.8% Yellow : 0.0% Green : 46.2%	Status Red	Previous Score N/A	Change N/A
			Green > 4.6 4.5 <= Yellow <= 4.6 Red < 4.5		
RATIONAL COMMITMENT TO ORGANIZATION 		% Breakdown Red : 45.3% Yellow : 13.8% Green : 40.8%	Status Red	Previous Score N/A	Change N/A
			Green > 4.8 4.6 <= Yellow <= 4.8 Red < 4.6		

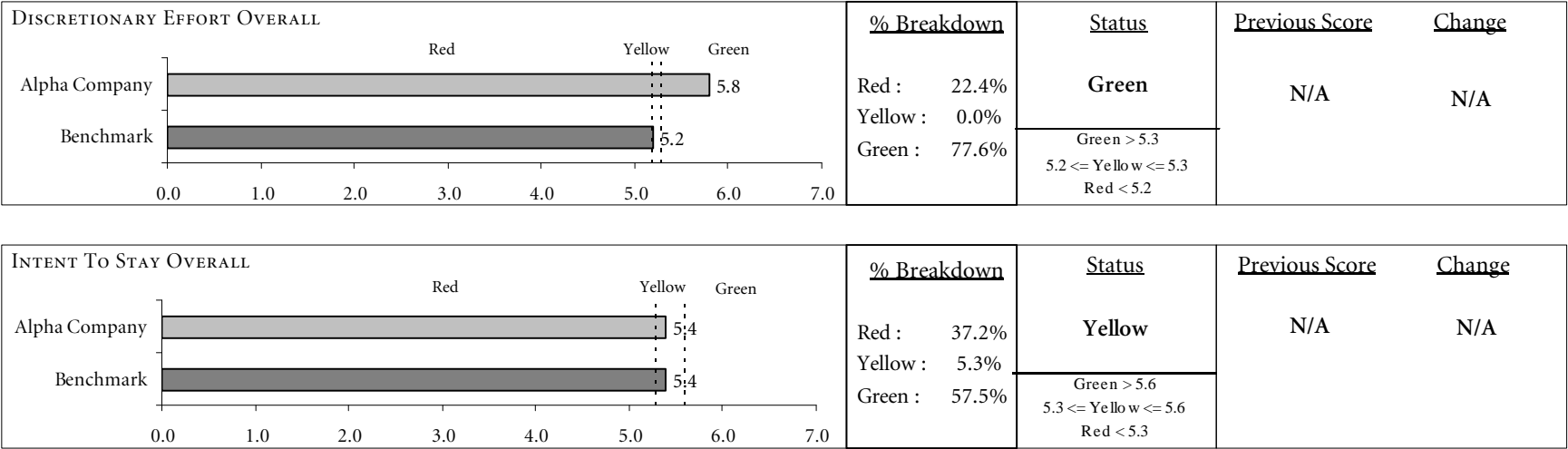
RATIONAL COMMITMENT “AT RISK” SEGMENTS FOR ALPHA COMPANY

The chart below presents segments within Alpha Company that score "red" on the relevant commitment index, indicating a score of one-half standard deviation below benchmark. These segments of your employee base are at significant risk. Average of risk segments are measured relative to Alpha Company average; not the aggregate average.

Rational Commitment Overall	Rational Commitment to the Team	Rational Commitment to the Manager	Rational Commitment to the Organization
Supervisor (4.2)	Supervisor (4.2)	Supervisor (4)	Dept. C (4.2)
Dept. B (4.3)	Dept. C (4.1)	Dept. A (4)	Dept. I (4.2)
Dept. C (4.1)	Dept. K (4.3)	Dept. B (4)	Dept N (4.3)
Dept. K (4.3)	Dept. Q (4.3)	Dept. C (3.9)	Dept. Q (3.7)
Dept. L (4.3)	Dept. R (4.3)	Dept. K (4.1)	Dept. R (4.2)
Dept. Q (4)	Region 1 (3.8)	Dept. L (4.1)	Region 1 (3.8)
Dept. R (4.2)	Region 3 (4.1)	Dept. Q (4)	Region 8 (4.2)
Region 1 (3.8)	Region 10 (4.3)	Region 1 (3.7)	Region 10 (4.2)
Region 3 (4.1)	On call (4.3)	Region 3 (3.9)	Region 11 (4.2)
Region 10 (4.1)	7 - 9 years (4.3)	Region 4 (4.1)	
Region 11 (4.3)		Region 7 (4)	
7 - 9 years (4.3)		Region 10 (4)	
		1st (4.1)	
		3rd (4.1)	
		4 - 6 years (4.1)	
		7 - 9 years (4)	
		10+ years (4.1)	
		Female (4.1)	

DISCRETIONARY EFFORT & INTENT TO STAY IN ALPHA COMPANY

The chart below presents Alpha Company's overall discretionary effort and intent to stay scores.



DISCRETIONARY EFFORT & INTENT-TO-STAY “AT RISK” SEGMENTS FOR ALPHA COMPANY

The chart below presents segments within Alpha Company that score "red" on the relevant index, indicating a score of one-half standard deviation below benchmark. These segments of your employee base are at significant risk. Average of risk segments are measured relative to Alpha Company average; not the aggregate average.

Discretionary Effort	Intent to Stay
Hourly (5.8)	Dept. C (5.2)
Dept. A (5.5)	Dept. D (5.1)
Dept. D (5.7)	Dept. H (5.3)
Dept. I (5.8)	Dept. O (5.2)
Region 1 (5.5)	Dept. Q (5.1)
Region 3 (5.7)	Region 1 (5)
Region 4 (5.6)	Region 2 (5.2)
Region 7 (5.7)	Region 4 (5.3)
Region 10 (5.7)	Region 8 (4.9)
Region 16 (5.7)	Region 9 (5.2)
2nd (5.8)	Region 10 (5.1)
3rd (5.7)	Region 16 (4.9)
On call (5.8)	1 - 3 years (5.2)
7 - 9 years (5.7)	
10+ years (5.8)	
Male (5.7)	

Build the Business Case

```
graph TD; A[Build the Business Case] --> B[Identify Engagement Gaps]; B --> C[Design and Implement Strategy];
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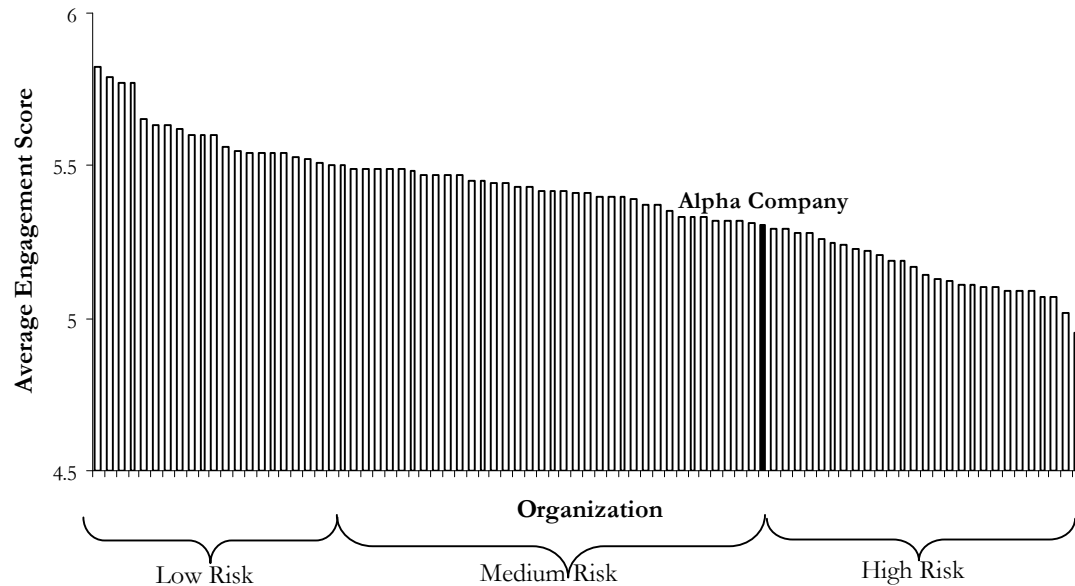
Identify Engagement Gaps

Design and Implement Strategy

Alpha Company Risk Analysis

Average Engagement Level* at Alpha Company compared to Benchmark

The chart below shows how Alpha Company compares to all of the organizations that the Corporate Leadership Council has surveyed. In aggregate, Alpha Company is at a medium level of risk in regards to employee engagement.




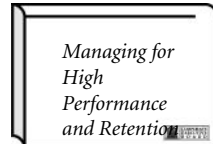



The table below indicates which employee segments are at the most risk across Alpha Company.

Emotional Commitment Overall	Rational Commitment Overall	Discretionary Effort	Intent to Stay
Hourly (5.6)	Supervisor (4.2)	Hourly (5.8)	Dept. C (5.2)
Dept. A (5.5)	Dept. B (4.3)	Dept. A (5.5)	Dept. D (5.1)
Dept. B (5.6)	Dept. C (4.1)	Dept. D (5.7)	Dept. H (5.3)
Dept. C (5.5)	Dept. K (4.3)	Dept. I (5.8)	Dept. O (5.2)
Dept. D (5.6)	Dept. L (4.3)	Region 1 (5.5)	Dept. Q (5.1)
Dept. I (5.6)	Dept. Q (4)	Region 3 (5.7)	Region 1 (5)
Dept. K (5.6)	Dept. R (4.2)	Region 4 (5.6)	Region 2 (5.2)
Dept. Q (5.6)	Region 1 (3.8)	Region 7 (5.7)	Region 4 (5.3)
Region 1 (5.1)	Region 3 (4.1)	Region 10 (5.7)	Region 8 (4.9)
Region 3 (5.6)	Region 10 (4.1)	Region 16 (5.7)	Region 9 (5.2)
Region 4 (5.5)	Region 11 (4.3)	2nd (5.8)	Region 10 (5.1)
Region 7 (5.6)	7 - 9 years (4.3)	3rd (5.7)	Region 16 (4.9)
Region 8 (5.5)		On call (5.8)	1 - 3 years (5.2)
Region 10 (5.4)		7 - 9 years (5.7)	
3rd (5.6)		10+ years (5.8)	
4 - 6 years (5.6)		Male (5.7)	
7 - 9 years (5.5)			
Male (5.6)			

* Average Engagement is calculated as the average of Emotional Commitment, Rational Commitment, Discretionary Effort, and Intent to Stay

Alpha Company Action Plan

Alpha Company is at a Medium Risk of Employee Engagement; the Council Suggests a Series of Action Steps to Reduce this Risk.

Action Steps	1. Determine Root Causes of Disengagement within at Risk Segments	2. Reinforce Drivers of Engagement Within the Organization	3. Continue to Measure and Monitor
Council Support	<p>Request CLC “onsite”. CLC will present research on key drivers of engagement and which strategies are most effective at improving engagement</p> 	<p>Lead Manager Development Sessions based on CLC Resources: <i>Managing for High Performance and Retention</i></p> 	<p>Conduct ESAT again in 6 months on “at risk” segments to measure change. Conduct ESAT again across the organization in 12 months.</p> 
	<p>Conduct focus groups with at risk segments to determine root causes of disengagement. Use attached document to facilitate.</p> 	<p>Access CLC employee engagement roadmaps to determine which strategies are most likely to be effective for your organization based on both budget and impact</p> 	

Note: All resources described above are part of your membership with the Council and are available at no additional cost

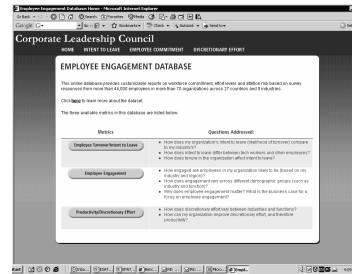
Additional Council Engagement Resources

In addition to the action plan described for Alpha Company, the following employee engagement related resources are available to members.

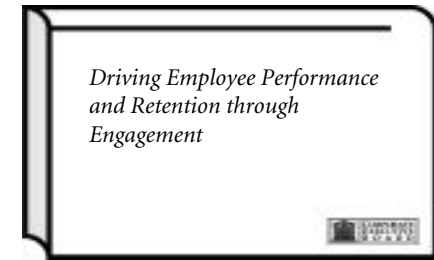
Register for Engagement Teleconferences



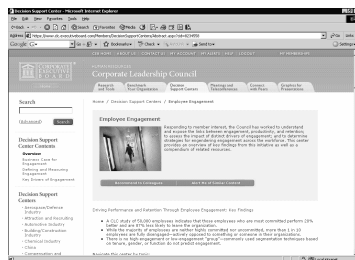
Access Employee Engagement Database



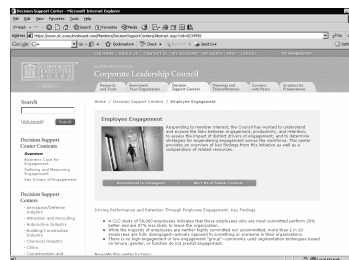
Read Employee Engagement Research



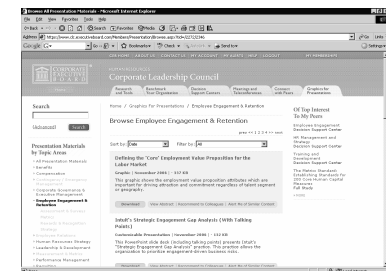
Register on CLC Website for Updates on Engagement



Receive Updates From the Employee Engagement Decision Support Center



Leverage Employee Engagement Presentation Builder



Member Exercise: Description

- The following pages feature a diagnostic workshop exercise designed to facilitate member discuss around potential engagement drivers. Instructions for this exercise are presented below.
- The group should assign a scribe and presenter.
- Each individual person should determine which drivers they feel that the organization is effective at or not. The list of drivers are presented on page 21 (5 minutes)
- The group should then discuss where the organization feels relatively weak or strong, and reach a consensus as to which 3 to 5 drivers the organization should then focus on. (15 minutes)
- Once these are selected, the group should fill out the worksheet on page 22 to develop an action plan for each of the major drivers. Here the group should document the specific actions that they feel the organization can take to promote/support these critical drivers. (30 minutes)
- Each group reports back on the three to five critical drivers it selected, why they selected them and discuss possible actions the organization can take. (10 minutes)

The diagnostic below provides the most powerful drivers of rational commitment and intent-to-stay. Each person filling out the survey should indicate whether or not they feel that Alpha Company is effective at this particular driver or not. For more information on the drivers, please see Driving Performance and Retention Through Employee Engagement.

Rational Commitment/Intent-to-Stay Root Cause

Organizational Characteristics

Are We Effective at This?

	Yes	No
Is internal communication effective?	<input type="checkbox"/>	<input type="checkbox"/>
Do we provide effective career advice?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees understand the connection of their work to the organization?	<input type="checkbox"/>	<input type="checkbox"/>
How well do we adapt to changing circumstances?	<input type="checkbox"/>	<input type="checkbox"/>
Do we clearly articulate organizational goals?	<input type="checkbox"/>	<input type="checkbox"/>
Do we put employees in the right roles?	<input type="checkbox"/>	<input type="checkbox"/>
Do we break down projects into manageable goals?	<input type="checkbox"/>	<input type="checkbox"/>
Do our employees accept responsibility for success and failures?	<input type="checkbox"/>	<input type="checkbox"/>
Do we accurately evaluate potential?	<input type="checkbox"/>	<input type="checkbox"/>
Do we persuade employees to move in different career directions?	<input type="checkbox"/>	<input type="checkbox"/>

Manager Characteristics

Are We Effective at This?

	Yes	No
Do our managers encourage development?	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers show a commitment to diversity?	<input type="checkbox"/>	<input type="checkbox"/>
Are we accurately evaluating potential?	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers encourage innovation?	<input type="checkbox"/>	<input type="checkbox"/>
Do our employees have the right job skills?	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers set realistic performance expectations?	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers help find solutions to problems?	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers provide good informal feedback?	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers respect our employees as individuals	<input type="checkbox"/>	<input type="checkbox"/>
Do our managers demonstrate a passion to succeed?	<input type="checkbox"/>	<input type="checkbox"/>

Engagement Improvement Strategy

The chart builds out an engagement action plan that Alpha Company can start implementing to improve employee engagement.

Driver	Suggested Action	Challenges to Overcome	Additional Parts of the Organization to Involve
<i>Example: Internal Communication Effectiveness</i>	<i>Have e-mails from the CEO sent on significant events.</i>	<i>How often should communications come?</i>	<i>Office of the CEO, internal communications team</i>

Team Mission Statement

- 🌱 Develop a survey instrument that quantifies if DOT is **A Great Place to Work** and **A Place that Works Well**
- 🌱 Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning

Why Is Employee Engagement Important?

➤ Employee Engagement Impacts Business

Outcomes

- Performance / Productivity
- Retention
- Customer Service

➤ Employee Engagement Measures

- Employee Commitment
- Employee Motivation
- Employee Satisfaction

Questions

- Can the Information Generated by the McKinsey Survey be Leveraged Further to Meet our Objectives?
- Is There a McKinsey Survey Instrument that Can be Used to Conduct Follow Up Surveys?
- Can the McKinsey Survey Serve as a Baseline Regardless of Survey Instrument Used in the Future?

Objectives: OPP Vs. Engagement

McKinsey Assessment:

👉 Gain a deep understanding of NCDOT's current situation and how well the organization performs. (Broad)

(Organizational Performance Profile)

Employee Survey:

👉 Gauge Employee Commitment to DOT and DOT Commitment to Employee

👉 Determine the health of DOT, Divisions, and Business Units (Focused)

Conducting the Survey Now

Pros



- 👉 Focus on Employee Engagement
- 👉 Establish a New Baseline
- 👉 Synchronize with the Performance Management Cycle

Cons



- 👉 Conducted a Comprehensive Survey 6 Months Ago
- 👉 Recent Public Information Request

Conducting the Survey Later

Pros



- 👉 More Time to Leverage Existing Data
- 👉 More Time to Implement Changes

Cons



- 👉 No Focus on Employee Engagement
- 👉 No Baseline (Need to Wait 1 Year +)
- 👉 No Synchronization with PM Cycle

Assumptions

- 🌱 The Leadership Team Would Like Employee Input on Organization Health and Ideas for Improvement Annually
- 🌱 All Employees Will Have the Opportunity to Provide Input
- 🌱 Data Generated by Employee Surveys Will Be Used to Improve the Organization
 - Provide Feedback to Managers Through the Annual Performance Management Process

Will The Data Generated Be Used?

- 👉 Reporting Results to Employees, Not Just Managers, Builds Trust
- 👉 Not Acting on the Data Generated Could Actually Be Harmful to the Organization
- 👉 If We're Not Going To Act On The Data, We Shouldn't Ask The Questions

Available Survey Instruments

☛ The Corporate Leadership Council Instrument is Available from OSP Free of Charge

☛ Gallup Q12 Instrument

- \$175K Covers Reporting to 75 - 100 BUs and Telephone Response for Those Without Computers
- \$225K Covers Reporting to Managers of 5 or More

Corporate Leadership Council Instrument

- ✎ ITS Survey Complete (approximately 1000 employees?)
- ✎ Revenue Survey Being Conducted Now (approximately 1500 employees?)
- ✎ ECU and Commerce are Considering Using the CLC Instrument

Workstream: Employee Engagement Survey	
Strategic Focus: Develop a survey instrument that quantifies if DOT is A Great Place to Work and A Place that Works Well. Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning.	Scope: A metric (or series of metrics) is needed to enable NCDOT Leaders / Managers to establish a baseline for employee engagement and act on changes to the metrics over time.
Current Practices The NCDOT does not currently have an employee engagement survey.	Gap An employee engagement survey, as well as a process to conduct the survey annually, needs to be developed.
2008 Key Priorities: <ul style="list-style-type: none"> • Distribute paper survey instruments to employees who do not have computer access • Distribute on-line survey to employees who have computer access • Finalize process for survey collection and processing • Analyze survey results • Develop workshop on survey results for NCDOT Leaders / Managers • Recommend a process for following up on current and future survey results 	

Draft DOT Employee Engagement Survey Advance Notice

In early January of 2008 the Department of Transportation plans to launch an Employee Engagement Survey. In part, our decision to move forward with this survey comes as a result of the valuable information that you provided in response to the McKinsey survey conducted in April 2007. A remarkable (insert the percent response) of you responded to make that survey a success.

With your help it was possible to identify several DOT opportunities for making improvements. Efforts are already underway to take progressive action on the information you provided in the McKinsey survey.

We want to continue our efforts to make DOT “a great place to work,” so our intention is to keep the lines of communication open and soon we will be asking for your help once again. We will be launching an Employee Engagement Survey and are encouraging everyone to help by giving honest feedback.

The knowledge and skills of our people are vitally important to DOT’s success, but we realize that the full benefit of that knowledge and skill is only realized when two conditions are met: Every employee has the opportunity to fully use their knowledge and skill every day; and every employee is willing to fully use their knowledge and skill in completing their assignments.

Employee engagement is broadly defined as “the level of employee commitment to something or someone in their organization, how hard employees work, and how long they intend to stay as a result of their commitment.”

Employee engagement is important to achieving DOT’s business goals at several levels:

- Engagement is important to employees because under the right conditions employees are excited about their work, are more productive and they are more successful in their careers.
- Highly committed employees lead to DOT’s success in meeting or exceeding the department’s business objectives. Everyone likes being associated with a winner.
- Employee engagement is important to the citizen’s of North Carolina as well. A more productive DOT means citizens enjoy quality results and the best possible value for their tax dollars. (better roads and improved safety) better, faster, and cheaper.

Please look for the survey in January of 2008 and make plans to join us in making DOT “a great place to work.”

Survey invitation:

Send out date: three - four days following advance notification

Subject line: Employee Engagement Survey

You recently received an e-mail from me notifying you of an Employee Engagement Survey the department is conducting among all of our employees. As you will recall, this survey is one component of the work currently underway to transform the Department of Transportation to meet the challenges we have set for ourselves. The Employee Engagement Survey is one of many endeavors that is a continuation of our efforts to make NCDOT a great place to work.

Let me say up front that I take seriously the input that is requested of NCDOT employees. I want our employees to speak candidly and to know that their sincere and honest feedback ensures that we are better able to make the necessary improvements that will lead to a department that serves the State of North Carolina better, faster, and cheaper. In providing an environment where employees feel comfortable telling us what is on their minds, I want to assure you that the responses given through this survey will remain completely anonymous. At no time will the responses be identified by or associated with a name or address.

The Employee Engagement Survey is a fully web-based questionnaire. It is currently active and can be accessed on any computer connected to the Internet by visiting the following URL: <https://surveysoftware.net/hostnc/employeeengagement.htm>. The questionnaire is best viewed in Internet Explorer. You should cut and paste the URL into the address window of the Internet Explorer browser.

The questionnaire is short and should take no longer than 8 to 10 minutes to complete. Due to its short nature, you will need to take the survey at a time when you can devote your full attention to it. You will not be able to complete part of the questionnaire and then return later to complete the remaining questions.

Your participation in the survey is critically important to both the overall success of this study as well as to the success of NCDOT as we work to shape our future. I want to personally thank you in advance for providing your valuable input.

First follow-up reminder:

Send out date: three - four days following launch of the web-based questionnaire

Subject line: Employee Engagement Survey

Several days ago I contacted you by e-mail asking for your input on a short Employee Engagement survey. The survey is an effort to collect NCDOT employees' thoughts and opinions as we strive together to make NCDOT a great place to work. If you have already taken the survey, let me say thank you for your prompt participation. If you have not yet

had time to complete the questionnaire, I encourage you to take the time now while it is on your mind.

The survey should take no more than 8 to 10 minutes of your time to complete. It can be accessed on any computer connected to the Internet by visiting the following URL to enter the study website: <https://surveysoftware.net/hostnc/employeeengagement.htm>.

The questionnaire is best viewed in Internet Explorer. You should cut and paste the URL into the address window of the Internet Explorer browser.

We are vitally concerned with the issue of privacy as our employees participate in department surveys. Please be assured that all responses to this survey will remain completely anonymous.

This survey is an important component of our work towards making NCDOT a great place to work. Make sure that your voice is heard!

Second follow-up reminder:

Send out date: three - four days following distribution of first follow-up reminder

Subject line: Employee Engagement Survey

Your opinion counts! If you have already taken NCDOT's Employee Engagement Survey, thank you for letting us know your opinions. If you have not yet taken the survey, I hope that you will take it now while it is fresh on your mind. The survey period will be open for just a few more days.

The survey should take no more than 8 to 10 minutes of your time to complete. It can be accessed on any computer connected to the Internet by visiting the following URL to enter the study website: <https://surveysoftware.net/hostnc/employeeengagement.htm>.

The questionnaire is best viewed in Internet Explorer. You should cut and paste the URL into the address window of the Internet Explorer browser.

We are vitally concerned with the issue of privacy as our employees participate in department surveys. I want to assure you that all responses to this survey will remain completely anonymous.

The success of this survey depends on the full participation of all NCDOT employees. If you have not already done so, please take a few minutes now to complete the survey. Your opinion really does count!

Final follow-up reminder:

Send out date: three - four days following distribution of second follow-up reminder

Subject line: Employee Engagement Survey

Over the past two weeks the Department of Transportation has been conducting an Employee Engagement survey among all department employees. However, the survey period will be closing in the next couple of days. Let me once again thank all of you who have taken the time to complete the questionnaire.

If you have not yet taken the survey, please do so now while the response period is still open. It will take no more than 8 to 10 minutes of your time to complete the questionnaire. It can be accessed on any computer connected to the Internet by visiting the following URL to enter the study website: <https://surveysoftware.net/hostnc/employeeengagement.htm>. The questionnaire is best viewed in Internet Explorer. You should cut and paste the URL into the address window of the Internet Explorer browser.

We are always concerned with the issue of privacy as our employees participate in department surveys. I want to assure you that all responses to this survey will remain completely anonymous.

The response rate to the survey has been very strong. Don't be left out!

Employee Survey Team – Update 11/26/07

Team Mission Statement:

- Develop a survey instrument that quantifies if DOT is a **Great Place to Work** and **A Place that Works Well**.
- Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning.

Approach:

- Use an Existing Employee Engagement Survey Instrument
 - Corporate Leadership Council (CLC) Instrument Available Through OSP
- Add Open-End Questions to Provide Decision Makers Valuable Information About Ways to Improve the Organization
- Benefits to the Approach
 - Some Indication of Organization “Health”
 - Generation of Actionable Data
 - Comparison to Other Outside Organizations

Potential Open-End Questions to Include in the Engagement Survey:

- What is happening in your unit that helps you get your job done?
- What could your unit change or improve to help you do your job better?
- What is happening in DOT that makes it a great place to work?
- What could DOT change or improve to make it a better place to work?

For Comparison, Open-End Questions Asked in the McKinsey Organizational Performance Profile (OPP):

- Please describe why you believe that in your part of the organization it IS or IS NOT easy to get things done.
- Please take a few moments to add any additional thoughts or suggestions regarding how to improve the NCDOT.

Comparison of McKinsey OPP to CLC Engagement Survey:

McKinsey OPP

- Organization Assessment
- 152 Rating Scale Items
- 2 Open-End Questions

CLC Engagement Survey

- Employee Engagement
- 42 Rating Scale Items
- 2 to 4 Open-End Questions

Employee Survey Team:

Direction and Focus

Jeff Roerden

Victor Barbour - Sponsor

Objectives for Today

🐼 Review

- Team Mission Statement
- Team Recommendation
- Assumptions and Questions
- Objectives
- Survey Instrument Options
- Other Issues that Need to be Resolved

🐼 Receive Leadership Team Input on the Team's Direction (and Issues)

Team Mission Statement

- 🌱 Develop a survey instrument that quantifies if DOT is **A Great Place to Work** and **A Place that Works Well**
- 🌱 Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning

Team Recommendation



- Use an Existing Employee Engagement Survey Instrument
- Add Open-Ended Questions to Provide Decision Makers Valuable Information About Ways to Improve the Organization
- Benefits to the Approach
 - Some Indication of Organization “Health”
 - Generation of Actionable Data
 - Comparison to Other Outside Organizations

Assumptions

- 👉 The Leadership Team Would Like Employee Input on Organization Health and Ideas for Improvement Annually
- 👉 All Employees Will Have the Opportunity to Provide Input

Assumptions Continued

➤ Data Generated by Employee Surveys Will

Be Used to:

- Improve the Organization
- Provide Feedback to Managers Through the Annual Performance Management Process

➤ Surveys Should be Easy to Complete in a Reasonable Amount of Time (<30 min?)

➤ Regardless of Instrument, the Survey Should be Conducted at Reasonable Cost

Questions

- 👤 Are the Team's Assumptions Correct?
- 👤 Is Now the Time to Conduct Another Survey?

Conducting the Survey Now

Pros



- 👉 Focus on Employee Engagement
- 👉 Establish a New Baseline
- 👉 Synchronize with the Performance Management Cycle

Cons



- 👉 Conducted a Comprehensive Survey 6 Months Ago
- 👉 Recent Public Information Request

Conducting the Survey Later

Pros



- 👉 More Time to Leverage Existing Data
- 👉 More Time to Implement Changes

Cons



- 👉 No Focus on Employee Engagement
- 👉 No Baseline (Need to Wait 1 Year +)
- 👉 No Synchronization with PM Cycle

Questions Continued

- Can the Information Generated by the McKinsey Survey be Leveraged Further to Meet our Objectives?
- Is There a McKinsey Survey Instrument that Can be Used to Conduct Follow Up Surveys?
- Can the McKinsey Survey Serve as a Baseline Regardless of Survey Instrument Used in the Future?

Objectives

McKinsey Assessment:

👉 Gain a deep understanding of NCDOT's current situation and how well the organization performs. (Broad)

(Organizational Performance Profile)

Employee Survey:

👉 Gauge Employee Commitment to DOT and DOT Commitment to Employee

👉 Determine the health of DOT, Divisions, and Business Units (Focused)

Available Survey Instruments

- 🌿 The Corporate Leadership Council Instrument is Available from OSP - Free of Charge
- 🌿 Gallup Q12 Instrument - \$175K to \$225K Depending on Depth of Analysis / Reporting
- 🌿 McKinsey Instrument - Cost Unknown

Corporate Leadership Council Instrument

Pros



👉 Cost (Free)

👉 41 Rating Scale
Questions (+ / -)

Cons



👉 New Instrument

McKinsey Survey Instrument

Pros



👉 Can be Compared to
Comprehensive
Organizational
Performance Profile

Cons



👉 Cost

Other Issues to Consider

- 👉 Paper Survey for Field Employee Participation
 - 👉 At What Level Will Data Be Analyzed?
 - 👉 What Demographic Data Will Be Collected?
 - 👉 Will The Data Generated Be Used?

Paper Survey

- 👉 Most Feasible Option for Highway Divisions
- 👉 Estimate an Added Cost of \$6500 to Print and Process Scanable Forms

At What Level Will Data Be Analyzed?

- ☛ Want to Provide Feedback to Department Managers at Various Levels
- ☛ What Level of Analysis Makes Sense?
 - Feasibility of Reporting to Small Units or Units with Low Participation Rates and Still Maintain Perception of Employee Anonymity
 - The Deeper the Analysis, the Greater the Time Required for the Analysis and Reporting
 - Could Use an Incremental Approach

What Demographic Data Will Be Collected?

- What Demographic Information Will Be Useful to Our Analysis? (Gender, Race, Ethnicity, Age, Classification, etc.)
- Need to Balance Useful Information With the Need to Maintain Anonymity
 - Particularly a Concern in Small Units
- Also Need to Consider the Added Complexity of Analyzing and Reporting Data Contributed by Many Groups

Will The Data Generated Be Used?

- 👉 Reporting Results to Employees, Not Just Managers, Builds Trust
- 👉 Not Acting on the Data Generated Could Actually Be Harmful to the Organization
- 👉 If We're Not Going To Act On The Data, We Shouldn't Ask The Question

Leadership Team Checklist

- ✓ Survey Approach
- ✓ Survey Instrument
- ✓ Paper Survey for Employees Without Easy Access to Computer - Cost ~ \$6500
- ✓ Desired Level of Analysis and Reporting



NCDOT Performance Leadership Survey

This survey is designed to understand the organizational practices and cultural elements of your organization. The results will be used to identify what existing strengths in the NCDOT we can build on, and what is standing in the way of success.

[Go to Survey](#)

Your confidentiality

All survey responses will be treated with absolute confidentiality. All responses are compiled into a database that is operated by McKinsey & Company. The results presented will be based on collective or demographically sorted answers only, NOT individual responses.

How this survey is organized

The survey is organized into six sections:

- The DEMOGRAPHICS section asks you for some basic background information. The information you provide here will be used to determine any significant differences of opinion between groups, not to identify you as an individual.
- The sections on ALIGNMENT, EXECUTION, and RENEWAL explore the effectiveness of the essential elements of organizational performance.
- The VALUES & BEHAVIORS section asks about the values and behaviors that currently define the NCDOT’s culture and what the desired values are for an ideal organization.
- Finally, we urge you to share any additional thoughts in the FINAL COMMENTS section.

How to complete the survey

This survey contains a series of statements concerning various aspects of the DOT’s organization and culture. Please note that there are no right or wrong answers to any of these statements. For each element in the ALIGNMENT, EXECUTION and RENEWAL sections we ask the extent to which your organization is effective within a particular element - these "Outcome" questions are on a "strongly agree" to "strongly disagree" answer scale. In each element, we also ask a series of "Practice" questions about the choice of emphasis or style of management that your organization employs in order to deliver organizational performance. The level of emphasis on each type of practice is determined by how frequently your organization employs it - on an "Always" to "Never" scale. Again, there is no right or wrong choice of practices for an organization to achieve an effective outcome. Equally successful organizations choose a wide variety of practices to deliver the same outcome.

The survey should take approximately 40 minutes to complete. We thank you for completing it by April 20, 2007 at 5:00 EST.

Questions

If you have any questions about the survey or encounter any technical difficulties in completing it, please contact Jeremy Bernerth of McKinsey & Company at + 1 202 662 0940 or jeremy_bernerth@mckinsey.com

[Go to Survey](#)

When you click "Save Answers and Continue", there will be a short pause while the system checks to make sure you answered all questions. You may return to previous pages by clicking "Previous Questions" or on the section labels at the top of the page. Note: If you use the "Back" button on your browser to return to a previous page, you may loose data. Please save your data first.

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NCDOT Performance Leadership Survey

DEMOGRAPHICS

First, we ask you to provide the following basic background information. The information you provide here will be used to determine differences of opinion between groups, not to identify you as an individual. Again, no one will see your individual responses, and the demographics are used to understand context. Where a combination of demographic data produces a respondent size so small that individuals could be traced, this will be excluded from any McKinsey reports.

Management Level

☐ CEO and direct reports

☐ Senior management

☐ Middle management

☐ Lower management

☐ Front line

Tenure

☐ Less than 1 year

☐ 1-2 years

☐ 3-5 years

☐ 6-10 years

☐ 10-25 years

☐ Above 25 years

Age

☐ Under 20 years

☐ 20-25 years

☐ 26-30 years

☐ 31-40 years

☐ 41-55 years

☐ Above 55 years

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Demographics

Alignment

Execution

Renewal

Values & Behaviours

Comments

>>Direction Leadership Environment & Values

NCDOT Performance Leadership Survey

ALIGNMENT: DIRECTION

The following statements relate to your perceptions of the direction the NCDOT is taking.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The vision for the NCDOT ´s future is widely understood by its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT ´s vision is meaningful to its employees on a personal level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT ´s strategy is aligned with its vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT ´s strategy provides clear direction for its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Employees´ day-to-day behavior is guided by the NC NCDOT ´s strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. The NCDOT devotes adequate time to developing a compelling vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT ´s vision is cascaded deep into the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Management articulates a vision for the future of the NCDOT that resonates with my personal values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Management translates its vision for the NCDOT into specific strategic goals and milestones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Management in the NCDOT develops detailed strategic plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT ´s strategic plan is translated into specific annual operational plans and targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Management actively solicits employee involvement in setting the NCDOT ´s direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Management aligns the NCDOT ´s aspirations with the personal goals of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Managers at all levels of the NCDOT explain the vision to make it more relevant to their own people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Demographics

Alignment

Execution

Renewal

Values & Behaviours

Comments

Direction >>Leadership Environment & Values

NCDOT Performance Leadership Survey

ALIGNMENT: LEADERSHIP

The following statements address your perceptions of leadership in the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The manager that I report to: <i>(please answer each question)</i>						
a. Provides a good role model for me to follow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Makes decisions in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Makes high quality decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Has a deep understanding of the NCDOT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Maintains constructive relationships with his/her direct reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The actions of the NCDOT’s board members are aligned with the organization’s strategy						
3. The NCDOT’s board: <i>(please answer each question)</i>						
a. Shares a common vision for the future of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Is highly respected throughout the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Makes a visible contribution to the success of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

The manager I report to:

	Never	Seldom	Sometimes	Often	Always	No Response
1. Asks the opinions of others before making important decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Gives people the autonomy to make their own decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Strives to achieve consensus on decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Uses authority to influence others to take action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Directs the activities of his/her direct reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Provides continual pressure and guidance to get things done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Strives to create a sense of harmony and togetherness within the NCDOT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Demonstrates concern for the welfare of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Creates a positive sense of ‘family’ or ‘obligation’ to influence the behavior of direct reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Demographics

Alignment

Execution

Renewal

Values & Behaviours

Comments

Direction Leadership >>Environment & Values

NCDOT Performance Leadership Survey

ALIGNMENT: ENVIRONMENT & VALUES

The following statements relate to your perceptions of the work environment and culture in the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The NCDOT ´s culture and values are clearly defined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT ´s culture produces employee behaviors that support its strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. People join the NCDOT because of its culture and values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. People stay with the NCDOT because of its culture and values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. There is a good atmosphere in the NCDOT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. Managers in the NCDOT emphasize important values related to trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Management consults with employees on issues that affect them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. People in the NCDOT are encouraged to provide honest feedback to one another	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT uses forced ranking techniques to motivate people to achieve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT ´s incentive and recognition systems promote healthy competition among employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Results are made internally transparent to create pressure to perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Management emphasizes the importance of efficiency and productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The NCDOT communicates clear behavioral standards of work (e.g., safety, accuracy, quality)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Managers in the NCDOT closely monitor the operational details of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Management encourages employees to take calculated risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The NCDOT protects creative activities/innovation initiatives from day-to-day management pressures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT provides opportunities for entrepreneurial employees to pursue new ideas/businesses of interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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NCDOT Performance Leadership Survey

EXECUTION: ACCOUNTABILITY

The following statements relate to your perceptions of accountability in the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. Employees in the NCDOT know what they will be held accountable for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Employees receive clear explanations of what has to be achieved in their jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. People in the NCDOT feel accountable for the results they are expected to deliver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. In the NCDOT, employees have sufficient authority to make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Employees in the NCDOT feel trusted to do their jobs well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. Jobs in the NCDOT are designed to have clear objectives and accountabilities for results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT reviews key roles and their associated decision rights to ensure accountability is allocated to the 'right' people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT 's organization structure creates an environment of clear accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT sets challenging but achievable 'stretch' targets or performance goals for individuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Targets are regularly updated to ensure managers and employees are challenged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT develops performance contracts for all managers that clearly articulate what each individual is accountable for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The NCDOT has created clear links between performance and consequences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The NCDOT provides attractive incentives to high performing employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The NCDOT provides coaching to under-performers to help them improve their results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The NCDOT creates performance expectations by emphasizing each employee's "personal obligation" to the organization – an informal, but explicit understanding between the organization and the employee (i.e., 'do the right thing')	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Each employee's personal obligation to the NCDOT is clearly explained to them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT recognizes performance results that exceed an employee's personal obligation to the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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NCDOT Performance Leadership Survey

EXECUTION: COORDINATION & CONTROL

The following statements relate to your perceptions of the level of coordination and control in the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The NCDOT exercises adequate control over its core business activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Risk is managed effectively in the NCDOT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT ´s control systems enable us to minimize unexpected results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Performance reviews in the NCDOT: <i>(please answer each question)</i>						
a) Rapidly identify the real causes of problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Lead to corrective, follow-up actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. The NCDOT systematically tracks people’s performance over time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT ´s people performance feedback and review processes: <i>(please answer each question)</i>						
a) Collect accurate information about people’s strengths, weaknesses, and potential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Clearly differentiate between the high, average, and low performers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Managers provide feedback to individuals to ensure they have an accurate understanding of their strengths, weaknesses, and development priorities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT ´s financial control systems monitor financial performance deep in the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT ´s financial measures are good indicators of its true economic performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT holds challenging budget reviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The NCDOT ´s operating measures (e.g. safety, mobility, etc) are clearly defined in each area of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Each area of the NCDOT has explicit targets for its key performance indicators (KPIs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The NCDOT holds challenging reviews to evaluate performance against the operational plan/KPIs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The NCDOT communicates clear standards for employee conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The NCDOT uses standard operating procedures (SOPs) to influence the way employees conduct their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT uses policies and procedures to discourage employees from engaging in inappropriate activities (e.g. formal codes of conduct, rule books)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Demographics

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Accountability Coordination & Control >> Capabilities Motivation

NCDOT Performance Leadership Survey

EXECUTION: CAPABILITIES

The following statements address your perceptions of the NCDOT’s capabilities.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The NCDOT has the institutional capabilities (i.e., core competencies) to achieve its strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT has people with the ‘right’ skills to deliver its strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT has the knowledge to deliver its strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT has the processes and systems to deliver its strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT understands the capabilities that underpin its competitive advantage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. The NCDOT actively documents knowledge and ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT develops standard operating procedures (SOPs) throughout all parts of the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT regularly reviews and enhances its internal training programs to reflect the latest processes and knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT provides on-the-job assignments to develop the capabilities of senior employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Managers in the NCDOT provide helpful coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT uses job-rotation to broaden the experience and capabilities of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The NCDOT continually refreshes its talent pool by recruiting top performers from outside the organization to fill key roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The NCDOT uses rigorous selection procedures to ensure the hiring of the best external candidates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The NCDOT proactively identifies and mines the best external sources of top candidates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The NCDOT outsources functions or activities that can be better done by others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The NCDOT uses external contractors/consultants to deliver the capabilities it needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT forms alliances with others to fill capability gaps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Demographics

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Accountability Coordination & Control Capabilities >> Motivation

NCDOT Performance Leadership Survey

EXECUTION: MOTIVATION

The following statements address your perceptions about the level of employee motivation in the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The NCDOT ´s employees are highly motivated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. In the NCDOT, people are generally enthusiastic about their jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. People exert extraordinary effort when needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I feel motivated to achieve my performance goals/targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT attracts highly talented people to join the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. Managers in the NCDOT find ways to make work more meaningful to their direct reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Managers in the NCDOT encourage their direct reports by providing active support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Managers in the NCDOT provide praise, thanks, or other forms of recognition to high performers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT ´s senior management communicates a set of values that is personally meaningful to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT consciously publicizes and disseminates values within the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT uses values as an important factor in the people feedback and review process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The NCDOT promotes employees based on their merit rather than their seniority or tenure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The NCDOT offers top performers the most attractive career opportunities within the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The NCDOT designs jobs to be as stimulating as possible for all employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The NCDOT provides attractive financial incentives to motivate people to achieve their performance targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The NCDOT pays high performers significantly more than average performers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT extends financial incentives deep within the organization to motivate employees at all levels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Demographics

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Renewal
>>Innovation External Orientation

Values & Behaviours

Comments

NCDOT Performance Leadership Survey

RENEWAL: INNOVATION

The following statements relate to your perceptions of the level of innovation and change in the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The NCDOT generates enough high quality ideas to achieve its organizational goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT effectively adapts to changes in its external environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT readily adopts new performance improvement ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT changes/improves at a greater rate than other government bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Ideas and knowledge are freely shared within the NCDOT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. The NCDOT uses external contacts to maximize the flow of ideas into the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT imports 'best practices' from other organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT creates active networks with leading academics/consultants to bring new ideas into the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT's senior management devotes sufficient attention to thinking about how the organization can do things differently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT's senior management meets regularly to surface new improvement ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT's corporate centre works with senior management to further develop major improvement ideas/initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The NCDOT has clear processes and systems for employees to contribute improvement ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Employees actively engage in improvement activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The NCDOT provides incentives for employees to develop and implement improvement ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The NCDOT facilitates regular knowledge/idea sharing forums across the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Management encourages different parts of the NCDOT to jointly pursue improvement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT's systems and processes facilitate cross-functional initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Renewal
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Comments

NCDOT Performance Leadership Survey

RENEWAL: EXTERNAL ORIENTATION

The following statements relate to your perceptions of the external orientation of the NCDOT.

OUTCOMES

For each statement, please indicate your level of agreement or disagreement. Each question gives you 5 response options, from Strongly Disagree to Strongly Agree. Choose the response option that best reflects your opinion for each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Response
1. The NCDOT is highly responsive to the public’s opinions and needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT consistently meets the needs of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT effectively responds to external entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT views its business partners (e.g., suppliers, channels, alliances/joint ventures) as an extension of its own business system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT is aware of the important trends/developments in the external environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PRACTICES

Please indicate how often the NCDOT engages in the following activities. Each question gives you 5 response options, from Never to Always. Choose the response option that best reflects your opinion for each statement.

	Never	Seldom	Sometimes	Often	Always	No Response
1. The NCDOT uses segmentation to better understand the needs of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The NCDOT solicits feedback from the public to improve its ability to meet their needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The NCDOT actively considers the public’s preferences and behaviors when making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The NCDOT actively shares and uses information about other government agencies and states	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The NCDOT actively considers the capabilities of other government agencies and states when making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The NCDOT spends time considering the strengths of its services relative to the services of other agencies and states	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The NCDOT pursues joint performance initiatives with external business partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The NCDOT maintains an active network of external business partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The NCDOT creates opportunities to discuss the performance of its external partners with them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The NCDOT actively considers the response of government regulatory bodies when making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The NCDOT’s stated values reinforce its commitment to the local community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The NCDOT invests significant resources to build and maintain strong relationships with the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

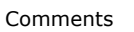
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CURRENT ORGANIZATIONAL VALUES

On this page please pick between a minimum of 5 and a maximum of 10 statements from the list of 85 below that best describe the current culture of the NCDOT. Please also pick between a minimum of 5 and a maximum of 10 statements that least describe the current culture of the NCDOT. The boxes on the left-hand side of the screen are designed to help you keep track of what values and how many you have chosen, and in no way should reflect a particular rank or order for your choices.

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NCDOT Performance Leadership Survey

DESIRED ORGANIZATIONAL VALUES

On this page please pick between a minimum of 5 and a maximum of 10 statements from the list of 85 below that best describe your views regarding what the NCDOT’s culture should be like in the future. Please also pick between a minimum of 5 and a maximum of 10 statements from the list of 85 below that least describe your views regarding what the NCDOT’s culture should be like in the future.

Best reflect:

Best

Least

☐

☐

Rule oriented

☐

☐

Operational focus

☐

☐

Stress

☐

☐

Courage to do what’s right

☐

☐

Environmentally responsible

☐

☐

Trust

☐

☐

Accountability

☐

☐

Fulfilling work

☐

☐

Cost focus

☐

☐

Sense of meaning

☐

☐

Well-being

☐

☐

Empowerment

☐

☐

Arrogant

☐

☐

Hierarchical

☐

☐

Focus on coaching/mentoring

☐

☐

Self-control

☐

☐

Values-driven

☐

☐

Having a noble purpose

☐

☐

Work-life balance

☐

☐

Customer focus

☐

☐

Being disciplined

☐

☐

Reactive

☐

☐

Personal growth

☐

☐

Quality focus

☐

☐

Command and control

☐

☐

Being intuitive

☐

☐

Openness

☐

☐

Short-term orientation

☐

☐

Willingness to listen

Best

Least

☐

☐

Autonomy

☐

☐

Making a difference

☐

☐

Supporting diversity

☐

☐

Holistic thinking

☐

☐

Caring

☐

☐

Bureaucracy

☐

☐

Taking initiative

☐

☐

Having high expectations

☐

☐

Task/process oriented

☐

☐

Being passionate

☐

☐

Job security

☐

☐

Being analytical

☐

☐

Being adaptable

☐

☐

Status oriented

☐

☐

Fear

☐

☐

Execution

☐

☐

Individualistic

☐

☐

Internally focused

☐

☐

Long-term orientation

☐

☐

Innovation

☐

☐

Being spiritual

☐

☐

Risk taking

☐

☐

Routine

☐

☐

Sense of community

☐

☐

Power

☐

☐

Safety focus

☐

☐

Silos

☐

☐

Conflict

☐

☐

Slow-moving

Best

Least

☐

☐

Well organized

☐

☐

Being competitive

☐

☐

Efficiency

☐

☐

A willingness to experiment

☐

☐

Socially responsible

☐

☐

Being of service to others

☐

☐

Being collaborative

☐

☐

Personal reliability

☐

☐

Ethical

☐

☐

Excellence

☐

☐

Fun

☐

☐

Profit focus

☐

☐

Professional growth

☐

☐

Empathy

☐

☐

Creativity

☐

☐

Being reflective

☐

☐

Inconsistent

☐

☐

Inspirational

☐

☐

Visionary

☐

☐

Results oriented

☐

☐

Global involvement

☐

☐

Employee focus

☐

☐

Continuous improvement

☐

☐

Internal politics

☐

☐

Lack of shared purpose

☐

☐

Precision

☐

☐

Respect for people

Total best chosen: 0

Least reflect:

Total least chosen: 0

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NCDOT Performance Leadership Survey

FINAL COMMENTS (Optional)

Please describe why you believe that in your part of the organisation it IS or IS NOT easy to get things done.

Please take a few moments to add any additional thoughts or suggestions regarding how to improve the NCDOT.

Click "Submit Completed Assessment" if you are finished with the assessment. If you wish to return again to review responses or to make changes, please click "Save for Later." You may return to previous pages by clicking "Previous Questions" or the section labels at the top of the page.

Previous Questions

Save For Later

Submit Completed Assessment

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Doug Cox Thoughts on McKinsey Survey, 11/20/07
(Following a conversation with William Wolf)

Hi everyone,

I want to come back to something that was briefly touched on during our conversation this afternoon with McKinsey relating to the use of employee survey results in the performance appraisal process. As a matter of ethics, when employees are asked to participate in an employee survey, they are entitled to a full disclosure about the ways in which the data may be used - particularly as it relates to something as sensitive as performance evaluations. This might be an issue that has previously been discussed. But in the event it has not, NCDOT could be setting itself up if it were to conduct surveys where the results play some role in evaluating employees, yet the employees were not clearly aware of this when they participated in the survey.

Beyond the ethical considerations, what this also does is it introduces another variable into the mix of data quality – how will the knowledge that survey results contribute to performance evaluations affect the way employees respond? This is something that is difficult to measure and, as such, it is difficult to assess the impact upon the collected data. We would not know whether employees are selecting safe choices, giving answers that place them in a positive light, or responding in ways that could be detrimental to others.

As the employee engagement survey moves forward, there should be careful and thoughtful consideration by all parties involved into precisely how the results will be used and what the data really say.

Doug

Doug Cox Thoughts on McKinsey Survey, 11/15/07

Good morning everyone,

I spent some time last night going through the McKinsey report and looking specifically at the structure of their questionnaire. I am even more convinced now that if we are interested in capturing some measure of "employee engagement," use of the McKinsey questions is not the appropriate path.

The McKinsey questionnaire was designed to examine nine elements. They are direction, leadership, environment & values, accountability, capability, motivation, coordination & control, external orientation, and innovation. Within each of these elements, anywhere from 14 to 18 rating scale questions were asked, and were divided between questions dealing with "outcomes" and "practices." In total 152 rating scale items were included in the questionnaire.

During our meetings we have talked at some length about the issue of reliability and validity of attitudinal rating scales within a questionnaire and their ability to consistently measure what they set out to measure. We have discussed the importance of all individual rating items correlating to some unobservable quality (i.e., a latent variable such as "employee engagement") and that there be "internal consistency" among the rating items as measures of the broader, unobservable trait.

I am certain that McKinsey has thoroughly tested their rating scales for reliability, and I am equally certain that those items that fall under the "direction" element, for example, are reliable measures for indicating an organization's direction just as the items under the element "innovation" are good indicators of an organization's innovative qualities.

None of the nine elements really get at the issue of "employee engagement" like we see among the 42 rating scale items of the CLC questionnaire or the 14 items of the Gallup instrument. For us to pick and choose among the McKinsey items as a way to construct our own questionnaire along the lines of an employee engagement construct, we would be conducting more or less a "hit or miss" approach to questionnaire design. Granted, we would be able to compare the results of the questions we selected to the results of those same questions from the May 2007 McKinsey study, but we would not know the degree to which they reflect employee engagement without thorough reliability testing of our own - and over the course of several administrations of the questionnaire.

Now, this is not to say that we cannot use the McKinsey questionnaire in some capacity. For example, if we wanted to change our focus from employee engagement to another construct such as motivation, we could use the items from McKinsey's "motivation" element - presuming those items provide meaningful and actionable information. But as we have discussed, to take items from an assortment of other constructs and attempt to turn them into measures of a wholly new construct means that we are working from a blank palette and know nothing about the quality of our measurement items as indicators of that new construct.

I hope that I am not further clouding this issue, but I think it is important for everyone involved in this decision to understand that when it comes to working with "attitudinal" survey questions, as opposed to questions that gather information about factual and behavioral topics (the observable), it is critical that we are working with reliable indicators of what people say they feel or believe.

Doug

Task:	Completed by:
<u>Questionnaire development and other logistics:</u>	
Finalize questionnaire supplier (A lot hinges on this, such as whether we will be permitted to use our own web survey module, the architectural structure of the dataset, their time requirements, our own timetable, etc.)	November 19, 2007
Finalize our modifications and have <u>final draft of questionnaire ready</u> (In addition to specific survey questions, finalizing the questionnaire requires resolving the demographic information to collect and the level of analysis needed. This date allows Pearson NCS, our survey printing and scanning vendor, the three weeks they require for design/printing.)	November 26, 2007
Finalize all communication materials (This includes correspondence such as pre-survey announcement, first wave message, all reminders, and follow-up thanks-yous.)	December 15, 2007
Finalize e-mail list (We can probably use the same procedures used for the McKinsey study; however, we need to think about the potential confusion/duplication of some employees who will receive an e-mail survey invitation and also be at a field meeting and receive a paper questionnaire.)	December 15, 2007
Finalize protocol for paper distribution (We need to specify each unit that should receive a survey packet, including contact name and address, determine the number of employees, and provide clear written instructions for distributing the questionnaires.)	December 15, 2007
Testing of web questionnaire (This will presumably be conducted by the organization we use, but could also be us if we are permitted to use our web module to be able to accommodate the open-end questions in one seamless instrument.)	December 15, 2007
Printing of paper questionnaire (This task will be performed by Pearson NCS, our survey printing/scanning vendor. Should there be any issues concerning competitive bidding, we are locked into using Pearson due to our questionnaire design software, which is specifically for use with Pearson.)	December 15, 2007
<u>Distribution protocols:</u>	
Early notification to “survey field managers” to schedule January meeting (We need to allow field staff early notification so that they can coordinate the distribution and completion of the questionnaire with upcoming January meetings. Waiting until later risks a meeting being held early in the month that occurs before the questionnaires arrive.)	December 15, 2007
Distribution of paper questionnaire packets to the field (Individual survey packets are sent to the identified unit contacts with distribution instructions and the appropriate number of questionnaires.)	January 4, 2008
Pre-survey contact (The purpose of this contact is to alert everyone that a survey will be conducted and that a questionnaire will be arriving soon. It encourages them to be looking for the questionnaire and to promptly respond when it arrives. The survey field managers will receive a slightly different e-mail, prompting them to be sure to have a unit-wide meeting scheduled.)	January 8, 2008

(Specific contacts for web survey):

Distribute first survey wave

January 14, 2008

(This contact is an e-mail invitation to take part in the survey and includes a link to the questionnaire. Each wave follows the preceding contact by 3-4 days.)

Distribute second wave

January 17, 2008

(This contact is a reminder to complete and return the survey. It encourages a prompt response and includes a link to the questionnaire.)

Distribute third wave

January 21, 2008

(The third wave is a bit more urgent in tone regarding responding to the questionnaire. It also includes a link to the questionnaire.)

Distribute fourth and final wave

January 24, 2008

(The final contact makes a final appeal to complete the questionnaire if having not already done so.)

(Specific contacts for paper survey):

Distribute first reminder to field managers

January 14, 2008

(This contact is to prompt the field units to be sure to distribute questionnaires.)

Distribute second and final reminder to field managers

January 22, 2008

(This will be the final reminder to field units to distribute and return the questionnaires.)

All surveys (web and paper) completed and returned

January 31, 2008

Data entry, analysis, and reporting:

Paper questionnaires to be scanned

February 14, 2008

(Once all questionnaires have been returned from the field, they will be sent to Pearson NCS to be scanned. A dataset will be created and sent back to us.)

Web and paper datasets sent to questionnaire supplier

February 15, 2008

(The dataset derived from paper questionnaires will be appended to the dataset created as a result of the web survey. Depending on whether we use our web module, we will either send the paper dataset and web dataset, or just the paper dataset to the questionnaire supplier where they will conduct an analysis of the data from the rating items. We will be responsible for the analysis of the data from the open-end questions.)

Analysis

March 15, 2008

(We will provide any additional analytical tasks that may be needed, including executive summary, positive examples and best practices, improvement opportunities, etc.)

Final report

March 30, 2008

(A final written report by our committee will be presented to DOT leadership. We will also segment the data/report to the appropriate unit level.)

Employee Survey Team

Jeff Roerden

Doug Cox

Barry Bridges

Terry Hall - OSP

Victor Barbour - Sponsor

Objectives for Today

- 👉 Review Team Mission Statement
- 👉 Review Survey Instrument Options
- 👉 Recommend an Overall Approach
- 👉 Identify Issues to Consider
- 👉 Receive Leadership Team Input on the Team's Direction and Issues

Team Mission Statement

- 🌱 Develop a survey instrument that quantifies if DOT is **A Great Place to Work** and **A Place that Works Well**
- 🌱 Develop a recommended methodology for implementing the survey to include distribution, collection, analysis, reporting, and action planning

Survey Instrument: Exploring the Options

- 🦋 Option 1: Build Our Own Instrument
- 🦋 Option 2: Modify an Existing Instrument to Meet Our Needs
- 🦋 Option 3: Use an Existing Instrument As Is
- 🦋 Option 4: Add to An Existing Instrument

Option 1: Build Our Own Instrument

👉 Pros 😊

- The questionnaire is our own; it is specifically designed to meet the needs of NCDOT employee attitude measurement.

👉 Cons 😞

- The time required to design the questionnaire exceeds the time we have been given.
- With a custom-design questionnaire, there will not be built in reliability; it must be reliability-tested and we do not have the time.

Option 2: Modify an Existing Instrument

👉 Pros 😊

- We are not working from a blank palette.
- We begin with items that correlate to some measure of employee attitude.
- We have wide latitude to revise the questionnaire as needed.
- The final questionnaire is more tailored to the requirements of NCDOT.

👉 Cons 😞

- Revising an existing questionnaire will still take time (that we might not have).
- The more customized the questionnaire, the more we move away from reliability-tested survey items.
- Reliability testing of our items will require time we may not have.

Option 3:

Use an Existing Instrument As Is

👉 Pros 😊

- The least effort in terms of questionnaire design, administration, analysis, etc.
- Time advantage - can field it quickly and can acquire quicker baseline data.
- Backed by a history of reliability testing.
- We can compare NCDOT to other organizations.
- We can take the collected data and assess the questionnaire's specific reliability to NCDOT.

👉 Cons 😞

- The questionnaire is a standardized form that is a decent fit for many organizations but not a perfect fit for any organization.
- Rating scale formats, where respondents repeatedly perform the same task, run the risk of:
 - acquiescent bias
 - satisficing

Option 4: Add to an Existing Instrument

👉 Pros 😊

- We gain all the advantages of using an existing questionnaire (i.e., less effort, quick data collection, reliability history, ability to compare NCDOT).
- By adding items to the instrument that are of specific interest to NCDOT, we tailor the questionnaire to better meet our needs.

👉 Cons 😞

- We carry the disadvantages of using an existing questionnaire (i.e., a standardized form that may not be a good fit, rating scale format that may be prone to satisficing and acquiescent bias).
- Any modifications to the questionnaire do not come with the same degree of reliability testing as the original.

Rule Out Option 1: Build Our Own Instrument

- ☹️ Not Enough Time To Design, Test, and Deploy a New Instrument
- ☹️ Not Enough Time to Thoroughly Test the Instrument for Reliability

Rule Out Option 2: Adapt an Existing Instrument

- ☹️ Not Enough Time to Redesign and Reliability-Test the Instrument for NCDOT
- ☹️ No Capability to Compare NCDOT to Other Organizations

What is Left to Consider?

☞ Option 3: Use an Existing Instrument As Is

☞ Option 4: Add to an Existing Instrument

Consider Option 3: Use an Existing Instrument As Is

- 👉 Use an Instrument That Taps Into the Construct of “Employee Engagement”

- 👉 Employee Engagement is defined as

“the extent to which employees commit to something or someone in their organization, how hard employees work, and how long they stay as a result of that commitment.”

Why Is Employee Engagement Important?

☞ Employee Engagement Impacts Business

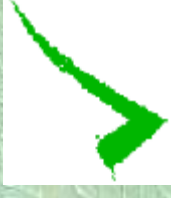
Outcomes

- Performance / Productivity
- Retention
- Customer Service

Consider Option 4: Add to an Existing Instrument

- 👉 Open-Ended Questions Could Be Added to an Employee Engagement Survey
- 👉 Additional Rating Scale Items of Interest Could Also Be Added

Team Recommendation



☛ Choose Option 4

- Use an Existing Employee Engagement Survey Instrument
- Add Open-Ended Questions to Provide Decision Makers Valuable Information About Ways to Improve the Organization

Possible Open-Ended Questions

- 👉 What Are We Doing Well That Contributes to Mission Accomplishment?
- 👉 What Do We Need to Change or Improve to Better Accomplish the Mission?

Benefits to the Approach

- 👉 Some Indication of Organization “Health”
- 👉 Generation of Actionable Data
- 👉 Comparison to Other Outside Organizations

Other Issues to Consider

- Barriers to Field Employee Participation
- How Will Business Units Be Defined?
- At What Level Will Data Be Analyzed?
- What Demographic Data Will Be Collected?
- Will The Data Generated Be Used?

Barriers to Field Employee Participation

Paper Survey

Pros

- Have capability to use scannable questionnaires, eliminating manual data entry requirement.

Cons

- Cost involved to print forms and scan.
- Some risk to data quality for a mixed-mode approach.
- Multiple datasets to manage.

Computer Access

Pros

- All employees are completing the same questionnaire, eliminating mixed-mode effects.
- A single dataset to manage.
- Faster data collection.

Cons

- Cost to equip all employees with easy Internet access

Paper Survey

- 👉 Most Feasible Option for Highway Divisions
- 👉 Estimate an Added Cost of \$6500 to Print and Process Scanable Forms

How Will Business Units Be Defined?

☛ Units with <20 employees ☛ Units with >500 employees

And Everything in Between

At What Level Will Data Be Analyzed?

- ☛ Want to Provide Feedback to Department Managers at Various Levels
- ☛ What Level of Analysis Makes Sense?
 - Feasibility of Reporting to Small Units or Units with Low Participation Rates and Still Maintain Perception of Employee Anonymity
 - The Deeper the Analysis, the Greater the Time Required for the Analysis and Reporting
 - Could Use an Incremental Approach

What Demographic Data Will Be Collected?

- What Demographic Information Will Be Useful to Our Analysis? (Gender, Race, Ethnicity, Age, Classification, etc.)
- Need to Balance Useful Information With the Need to Maintain Anonymity
 - Particularly a Concern in Small Units
- Also Need to Consider the Added Complexity of Analyzing and Reporting Data Contributed by Many Groups

Will The Data Generated Be Used?

- 👉 Reporting Results to Employees, Not Just Managers, Builds Trust
- 👉 Not Acting on the Data Generated Could Actually Be Harmful to the Organization
- 👉 If We're Not Going To Act On The Data, We Shouldn't Ask The Question

Available Survey Instruments

🐼 The Corporate Leadership Council Instrument is Available from OSP Free of Charge

🐼 Gallup Q12 Instrument

- \$175K Covers Reporting to 75 - 100 BUs and Telephone Response for Those Without Computers
- \$225K Covers Reporting to Managers of 5 or More

Corporate Leadership Council Instrument

- ✎ ITS Survey Complete (approximately 1000 employees?)
- ✎ Revenue Survey Being Conducted Now (approximately 1500 employees?)
- ✎ ECU and Commerce are Considering Using the CLC Instrument

Feedback?

Leadership Team Checklist

- ✓ Survey Approach
- ✓ Survey Instrument
- ✓ Paper Survey for Employees Without Easy Access to Computer
- ✓ Desired Level of Reporting

Number of questionnaires distributed via the web:

	<u>Returned</u>	<u>Distributed</u>
Paper	5,703	7,376
Web	<u>3,365</u>	?
TOTAL	9,068 (which represents 75% rate of response for distribution of 12,091)	

12,091
- 7,376
4,726 (estimate of number distributed via web)

77% response rate among paper respondents

71% response rate among web respondents

Below are four possible ways to look at the process we might consider for coming up with a questionnaire strategy. There might be others that fit somewhere along the continuum of easiest/least effort to challenging/most effort, but these may represent the basic approaches. Included with each approach is a set of advantages and disadvantages for its selection. We can probably come up with more pros and cons, but these are some notable ones.

Approach 1 – Accept the questionnaire offered by OSP “as is” (i.e., no modifications of any type; take the data collected as is, as well as performing any additional analysis that might be possible from the dataset, and make judgements based on those findings.)

Pro – Least effort on our part in terms of questionnaire design, administration, analysis, and reporting, which will better allow for meeting the time constraints established by the TMT.

Pro – While not perfect for NCDOT’s needs, it allows us to quickly collect baseline data that serves as a jumping off point for any/all future employee survey approaches.

Pro – This questionnaire is backed by a history of over one million respondents representing many fields. The questionnaire has (presumably) withstood rigorous reliability testing that bears out a correlation between each rating item and the construct of employee engagement.

Con – This questionnaire is a standardized form that is possibly a decent fit for many organizations but unlikely a perfect fit for any organization.

Con – One-dimensional questionnaire formats like this one (bank of questions where respondents repeatedly perform the same task) run the risk of acquiescent bias (respondents tend to agree with the statements presented) and satisficing (respondents grow tired/bored and provide minimal effort with their responses).

Approach 2 – Use the questionnaire being offered by OSP, but work in some modifications, subject to approval by CLC, to better suit the specific needs of NCDOT (e.g., open-ends, additional rating statements, etc.).

Pro – Same advantages as Approach 1.

Pro – By modifying the questionnaire to include some specific items of interest to NCDOT, we are tailoring (somewhat) the instrument to better meet our needs.

Con – Same disadvantages as Approach 1.

Con – Any modifications made to the questionnaire do not come with the same degree of reliability testing as the original items.

Approach 3 – Use the questionnaire being offered by OSP as our own starting point. Modify it as we see fit towards achieving the objectives of the project. Administer the questionnaire in-house, as well as perform tabulations, analysis, and reporting of the findings.

Pro – We do not have to work from a blank palette, and we begin with items that correlate to the concept of employee engagement (provided this is the construct that is important to us – as opposed to, say, employee satisfaction).

Pro – We have wide latitude to add, subtract, and revise the questionnaire as necessary to meet our needs.

Pro – The final questionnaire is more tailored to the requirements of NCDOT.

Con – Setting out to revise an existing questionnaire takes time that we might not have.

Con – This approach requires the in-house responsibility for all phases of data collection, tabulations, analysis, and report writing (which we are capable of doing) – but limits these tasks to a 12-week turnaround, which may or may not be realistic. (If I understood Terry Hall correctly, the reporting of data by CLC is pretty much “pre-programmed” charts and graphics, and does not include much in the way of an analysis that explains particular phenomena.). Depending on the analytical needs of TMT with regard to how much detail they want, a 12-week window might not allow for a full analysis based on a more customized questionnaire.

Con – The more customized the questionnaire, the more we move away from proven reliability (presumably) of each questionnaire item. We can incorporate techniques that test for reliability, but in the early stages our reliability confidence will not be as robust as the CLC questionnaire.

Approach 4 – Develop a custom designed questionnaire that closely fits the needs of NCDOT. Involves complete in-house control over the content, data collection, tabulations, analysis, and reporting phases.

Pro – The questionnaire is our own – it is specifically designed to meet the needs of NCDOT employee attitude measurement.

Con – The time required to completely design a questionnaire from scratch is not something done in a few hours or days. Done properly, it requires a conceptual

process to determine the purpose, specific objectives, and key dimension areas necessary to fulfill the survey's mission, an oftentimes arduous task of actually writing the questions, a questionnaire pre-testing phase, a modification or revision stage, etc. before the questionnaire is ready to launch. The time needed to do this properly may not fit within the time window we have been given.

Con – An already tight project window is further compounded by taking on the roles of data collection, tabulations, analysis, and report writing as described earlier, depending on the particular needs of the TMT.

Con – With a custom designed questionnaire there will not be built-in reliability. The notion of reliability in questionnaires relates to whether or not each item maps well to the latent variable (in this case, broadly thought of as employee engagement), and whether it is a consistent measure. Tests can be incorporated to gauge reliability but, once again, there is the issue of whether time will permit this.

Examples of Employee Engagement Survey Questions

I believe the work I perform is important.
Completing daily assignments make me feel good about myself.
I am proud to tell people where I work.
I enjoy doing my day-to-day assignments and tasks.
I am known to help coworkers with heavy workloads.
I regularly volunteer for extra assignments.
Sometimes I don't give my all to my work.
I regularly think about better ways to improve my work.
In special circumstances, I am willing to give extra effort to complete a project.
I intend to look for work outside my organization soon.
I frequently think about quitting.
I am actively looking for another job.
I have completed applications or made phone calls to other employers recently.
Working on my team is a pleasant experience.
I look forward to working with my team.
Our team shares the same values.
My team is regularly recognized for our productivity.
My team is assigned meaningful work.
I have good things to say to others about my team.
My team influences me to perform at my best.
Working with my assigned team will lead me to advance in this organization.
I am able to develop new skills by working on my assigned team.
My supervisor is a great person to work with.
I am pleased to work with my current supervisor.
My supervisor and I share the same values.
My supervisor is a good people manager.
I would advise my friends to work for my supervisor.
Working with my supervisor encourages me to do my best work.
My supervisor encourages me to develop a career plan.
My supervisor and I work on my personal development plan.
I enjoy working for my current organization.
My organization and I share the same values.
I am a respected part of this organization.
This organization is trying to achieve meaningful goals.
I would recommend my organization as a good place to work.
Staying with this organization will help me to advance along my career ladder.